DECEMBER 2009

gender & diversity
CGIAR

Advancing Gender and Diversity in Times of Change: Talent in the CGIAR, 2008

Prepared by
GAYATHREE JAYASINGHE
BOB MOORE

50
working paper

DECEMBER 2009

Advancing Gender and Diversity in Times of Change: Talent in the CGIAR, 2008

Prepared by
GAYATHREE JAYASINGHE
BOB MOORE

50
working paper

Table of Contents

Acronyms

CAS-IP	Center Advisory Service for Intellectual Property
CGIAR	Consultative Group on International Agricultural Research
CIAT	International Center for Tropical Agriculture (Colombia)
CIFOR	Center for International Forestry Research
CIMMYT	International Maize and Wheat Improvement Center
CIP	International Potato Center
DDG	Deputy Director General
G&D	CGIAR Gender & Diversity Program
GIS	Geographic information systems
GNI	Gross national income
HQ	Headquarters
HR	Human Resources
ICARDA	International Center for Agricultural Research in the Dry Areas
ICRAF	World Agroforestry Centre
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
ICT	Information and Communication Technology
ICT-KM	Information and Communications Technologies – Knowledge Management
IFPRI	International Food Policy Research Institute
IITA	International Institute of Tropical Agriculture
ILRI	International Livestock Research Institute
IPGRI	International Plant Genetic Resources Institute (now Bioversity International)
IRRI	International Rice Research Institute
IRS	Internationally recruited staff
ISNAR	International Service for National Agricultural Research
IT	Information Technology
IWMI	International Water Management Institute
NRS	Nationally recruited staff
RRS	Regionally recruited staff
UK	United Kingdom
USA	United States of America
WARDA	West Africa Rice Development Association (now the Africa Rice Center)

Organizational transformation is much more than the critical mass of personal transformations. It requires macro level changes in the very fabric of organizing the social architecture.

– DIANE WHITNEY

Foreword

AS AT 30 APRIL 2008, the CGIAR employed 7,909 staff based in 73 countries, representing 122 nationalities. Such rich staff diversity is one of the CGIAR's best assets, providing the basis for success in meeting the rapidly changing challenges of international agricultural research.

The CGIAR seeks to be a model of excellence in attracting and retaining a diverse talent pool. Between 2003 and 2008, the CGIAR Gender & Diversity Program provided a wide range of services to support the CGIAR Centers in providing an inclusive workplace. To monitor progress, the CGIAR HR Survey 2008 meticulously documented each staff member in every location, providing a comprehensive comparison with a previous survey carried out in 2003.

The results showed remarkable progress as well as areas for continued focus. Of particular relevance was the representation of women and nationals from developing countries in the two staff groups most directly involved in research innovation and strategic decision making: Scientist and Center Management.

On the one hand, CGIAR Centers made excellent progress in gender and diversity of their Scientist staff group. The number of women Scientists increased from 182 to 271, an impressive 49 percent increase, compared to 2 percent for men. As a result, women made up 26 percent of the 1,026 CGIAR Scientists compared to 20 percent in 2003. Even more encouraging, this progress was achieved at all Scientist levels (from Post-doc to Principal Scientist) and at 14 of the 15 CGIAR Centers. Some 64 percent of the CGIAR Scientists in 2008 were nationals from developing countries, up from 57 percent in 2003. Similar to gender balance, this increase occurred at nearly all Scientist levels and at 12 of the 15 Centers.

On the other hand, progress in gender and diversity of the Center Management staff group was not as convincing. Although the number of women increased significantly by 69 percent (from 13 to 22 positions), women still made up a modest 16 percent of Center Management staff. At nearly half of the CGIAR Centers, women filled fewer than 10 percent of Center Management positions; four Centers had no women in management at all. Furthermore, the representation of nationals from developing countries in Center Management dropped from 46 percent in 2003 to 35 percent in 2008. Developing country nationals were a minority of Center Management staff at 9 of the 15 CGIAR Centers.

Women from developing countries hold particular relevance to the CGIAR mission, as they play a central role in agricultural production in many developing countries. It is therefore of concern that developing country women made up only 6 percent of the

Center Management staff group, and had no representation at all in leadership in 9 out of 15 CGIAR Centers. Their voice was only slightly stronger in the Scientist staff group, as women from developing countries comprised 16 percent of the CGIAR's Scientists.

A particularly encouraging development was a 28 percent increase in Post-doctoral Fellow positions at the CGIAR Centers, from 93 in 2003 to 121 in 2008. These entry-level but career-critical science positions were appointed almost exclusively to nationals from developing countries. In addition, CGIAR Centers doubled the number of female post-doctorate positions.

While the HR Survey 2008 clearly shows positive developments and encouraging progress in staff gender and diversity in the CGIAR overall, it is relevant to note considerable variation among the individual Centers. For example, despite the improved gender balance among Scientists, women's representation ranged from 12 to 41 percent, with six Centers reporting fewer than one in five of their Scientists as female. The proportion of developing country nationals in the Scientist staff group at the CGIAR Centers ranged from 35 to 87 percent, with developing country women specifically ranging from 3 to 36 percent. Furthermore, the proportion of women in Center Management ranged from 0 to 57 percent, while developing country nationals ranged from 14 to 67 percent of the Management positions at CGIAR Centers.

Taking stock of the CGIAR's talent profile is especially relevant as it transitions into a new organizational structure to better adapt to and anticipate global changes and more effectively fulfill its mandate to fight poverty and hunger. Rural communities across the developing world are challenged today as never before. They need a CGIAR that delivers relevant innovations and solutions. They need a CGIAR whose internal diversity is well-suited for its challenging mission.

Acknowledgements

On behalf of the CGIAR Gender & Diversity Program, I wholeheartedly thank the CGIAR Centers, Secretariat, System Units and Science Council for their participation in the most comprehensive human resources survey ever conducted in the CGIAR's history. We had the benefit of a 100 percent response rate, thanks to endorsement by the CGIAR's leadership and the hard work of the Centers' 15 HR teams. The report of the CGIAR 2008 HR Survey is yet another example of the CGIAR's culture of transparency, reflection and learning, always open to making improvements. I also thank G&D's fabulous survey team: Bob Moore (strategic HR advisor), Gayathree Jayasinghe (statistician) and Marco Noordeloos (G&D Executive Officer). I am grateful to have spent these past several months working with a team so strongly committed to gender and diversity issues and determined to produce meaningful results. You are the best.

Vicki Wilde
Director, CGIAR Gender & Diversity Program

Executive summary

Background

The 2008 HR Survey is the seventh in a series of staff population surveys conducted by the Consultative Group on International Agricultural Research (CGIAR) since 1991. The surveys have been designed to provide feedback and data about the extent to which the CGIAR is meeting its goals of achieving gender and diversity balance across its workforce. The 2008 survey recorded staffing data as at 30 April 2008, i.e. precisely five years after the previous survey in 2003. It also reviewed staff turnover for this five-year period.

CGIAR overview

As at 30 April 2008 the CGIAR employed a total of 7,909 staff, comprising 7,841 staff across the 15 CGIAR Centers, 57 staff in the CGIAR System Office Units, and 11 staff in the Science Council secretariat.

Centers overview

The 7,841 staff in Centers (including the 15 Directors General) reflected a two percent increase since 2003. Forty-five percent of Center staff were directly engaged in "core" activities, i.e. the Centers' science programs. The growth in Center staff since 2003 was entirely in core activities.

The majority of Center staff, 81 percent, were employed on nationally recruited conditions. Internationally recruited staff comprised 13 percent, and regionally recruited staff 6 percent, of the workforce.

Center staff were located in 73 countries. The three countries with the highest numbers of staff were India (911), the Philippines (884) and Nigeria (826). The three countries with the highest number of Scientists were the Philippines (157), Kenya (148) and India (95). Sixty-eight percent of Center staff were based at their Centers' headquarters, with 15 percent at regional and subregional offices, and 16 percent at country and field offices.

Diversity of nationality

In 2008, 92 percent of Center staff were nationals of 91 developing countries; the remaining 8 percent were nationals of 31 developed countries. Of those from developing countries, 34 percent of staff were nationals of countries in sub-Saharan Africa, 32 percent from countries in Asia and 19 percent from countries in Latin America. The five most represented subregions were West Africa, South Asia, East Africa, Southeast Asia and South America.

The vast majority of staff members in most Centers were developing country nationals, except in the two Centers headquartered in developed countries: Bioversity (Italy) and IFPRI (USA). While the proportion of developing country nationals increased in the Scientist staff group between 2003 and 2008, the reverse occurred in Center Management.

Gender

The proportion of women in Center Management rose from 9 percent in 2003 to 16 percent in 2008. The proportion of women in the Scientist staff group increased from 20 percent in 2003 to 26 percent in 2008. The number of women Scientists increased by 49 percent in this period. The number and proportion of women at every grade increased, in most cases quite substantially.

The proportion of women across CGIAR Centers increased from 27 percent in 2003 to 29 percent in 2008. Within individual Centers, the proportion of women increased in 12 Centers between 2003 and 2008, decreased in two, and remained unchanged in one. Some Centers recorded a sizeable increase in numbers of women staff, with three Centers accounting for most of the all-Centers' growth.

Women comprised 34 percent of regionally recruited staff, 30 percent of nationally recruited staff, but only 23 percent of internationally recruited staff.

Center management

The Center Management staff group (excluding Directors General) comprised 138 staff, who were nationals of 40 countries. The highest proportions of nationals among Center Management were from the USA, UK, Australia and India. This staff group was slightly smaller in 2008 than in 2003, with a substantial decrease in the number of staff at the Deputy Director General level and a small increase at the Director level.

All Centers had developing country nationals within their Center Management. Developing country nationals held 50 percent or more of Center Management positions in seven Centers. However there was a notable decrease between 2003 and 2008 in the number of developing country nationals – their proportion fell from 46 percent to 35 percent.

Women filled 16 percent of Center Management positions in 2008, a substantial increase over the 9 percent in 2003. However, all of the growth was at Director level, where the number of women doubled. There was no growth in the number of women at Deputy Director General level. Only three Centers had one-third or higher of their Center Management positions filled by women, while four Centers had no women in management. Only six Centers had developing country women in their Center Management.

Scientist staff group

The Scientist staff group comprised 1026 staff, an 11 percent increase since 2003. Most of the growth was in the Scientist grade, which grew by 44 percent; there also was a 30 percent increase in the number of Post-doctoral Fellows. Eighty percent of Scientists held PhDs, and 73 percent of these completed their studies in developed country institutions, primarily the USA and UK. Of PhD holders from developing country institutions,

the majority completed their training in India. Seventy percent of Scientists were trained in the natural sciences while 22 percent were trained in the social sciences.

Sixty-four percent of Scientists were developing country nationals. The majority of Scientists were nationals of countries in Asia (35 percent), sub-Saharan Africa (23 percent) and Europe (22 percent). At subregional level, the greatest numbers of Scientists were nationals of countries in Western Europe (22 percent), South Asia (15 percent), Southeast Asia (14 percent) and East Africa (11 percent).

At almost every grade in the Scientist classification structure, the proportion of developing country nationals increased between 2003 and 2008. The exception was at Senior Scientist grade, where the proportion of developing country nationals remained unchanged. In 10 of the 15 Centers, developing country nationals comprised 50 percent or more of their Scientist populations. The proportion of developing country nationals increased in 10 Centers between 2003 and 2008.

Twenty-six percent of Scientists were women, compared with only 20 percent in 2003. The number of women Scientists increased by 49 percent in this period. The number and proportion of women at every grade increased, in most cases quite substantially. The proportion of women Scientists increased in every Center except one, where it remained unchanged.

Taking diversity and gender together, 47 percent of Scientists were developing country men, 16 percent were developing country women, 26 percent were developed country men and 10 percent were developed country women.

There were 121 Post-doctoral Fellows in 2008, an increase of 28 percent since 2003. This was mostly due to the appointment of developing country nationals. Sixty-eight percent of Post-doctoral Fellows were developing country nationals and 35 percent were women.

Sixty-one percent of Scientists were based at their Center's headquarters, 20 percent at regional offices and the remainder were spread over subregional, country and field offices.

Science Support Professionals

The Science Support Professionals staff group comprised 1,066 staff, a 19 percent increase since 2003. Science Support Professionals were predominantly developing country nationals, employed under nationally recruited employment conditions. While 36 percent held bachelor's degrees, the minimum academic qualification, another 45 percent held master's degrees, and 6 percent held PhDs. The proportion of women in this staff group was 34 percent, the same as in 2003.

Science Support Professionals were located in 52 countries, particularly in sub-Saharan Africa, Asia and Latin America. By comparison with staff in the Scientist staff group, a slightly smaller proportion was located at Center headquarters and a slightly larger proportion in the regional offices.

Staff turnover

Gross turnover during the survey period 2003–2008 was 11 percent. "Normal" turnover, which excluded retrenchment, was 9 percent. The principal reasons for

leaving were "voluntary departure" (39 percent), "non-renewal of fixed-term contract" (29 percent) and "retrenchment" (18 percent).

Three staff groups considerably exceeded the 11 percent turnover figure: Science Support Professionals (16 percent turnover), ICT Services (15 percent) and Scientists (14 percent).

A substantially higher proportion of women (51 percent) chose to depart voluntarily than men (33 percent), but there was virtually no gender difference in rates of non-renewal of fixed-term contracts (approximately 30 percent). Women were retrenched at only half the rate of men (10 percent versus 21 percent).

Specific reasons for voluntary departure were known for only 55 percent of such departures. Of the known reasons, "appointment to a private sector organization" was the most common (22 percent of women's voluntary departures, 19 percent of men's departures). "Children or family issues" was cited as a reason for 8 percent of women's voluntary departures, versus 3 percent of men's departures.

Governance, leadership and corporate support

The number of Board positions (excluding Directors General) contracted from 207 in 2003 to 169 in 2008. The most notable change was in the number of positions filled by developing country nationals, which contracted from 112 to 85. The number of positions filled by developing country men in this group fell by 25 percent, while the number of positions filled by developing country women fell by 22 percent.

There were almost identical numbers of Board positions filled by developed country nationals and developing country nationals respectively. Within individual Centers, the proportion of Board positions filled by developing country nationals ranged from 31 percent to 70 percent.

While the numbers of Board positions filled by both men and women fell between 2003 and 2008, the reduction was much greater among men, leading to a slight increase in the proportion of Board positions filled by women (32 percent). Within individual Centers, the proportion of Board positions filled by women ranged from 15 percent to 53 percent.

The number of Directors General decreased from 16 in 2003 to 15 in 2008. However, the number who were nationals of developing countries remained at four, while the number of women Directors General increased from one to two.

The representation of developing country nationals on the Science Council was low (13 percent), as was the representation of women (14 percent). While the representation of developing country nationals on the Science Council secretariat also was low (18 percent), there was substantial representation of women (64 percent).

The 57 staff working in the CGIAR System Office Units were spread across 7 units, which tended to limit observations about diversity and gender balance. Taking them all together, however, it is clear that developing countries were well represented and men were fairly underrepresented.

1 Introduction

1.1 The 2008 HR Survey is the seventh in a series of staff population surveys conducted by the Consultative Group on International Agricultural Research (CGIAR) since 1991. The surveys have been designed to provide feedback and data about the extent to which the CGIAR is meeting its goals of achieving gender and diversity balance across its workforce.

1.2 These goals are based on recognition that a diverse workforce can offer many important benefits, including:

- increased creativity,
- better organizational learning,
- improved interaction with diverse partners and networks,
- broader access to stakeholders and donors,
- more rapid response to external change, and
- contribution to social justice and equity.

1.3 These benefits would be valuable to almost any type of organization, but they are particularly relevant to scientific organizations. It is important for CGIAR Centers to consider skills in optimizing gender and diversity balance as core organizational competencies, as the Centers work in collaboration with numerous partners, covering extensive geographic areas and serving a diverse range of end users.

1.4 The CGIAR Gender & Diversity Program (G&D) believes that increasing staff diversity leads to more effective research teams with members bringing a broader range of backgrounds, perspectives and ideas into their research and, ultimately, provides more relevant research results. Against this premise, G&D's stated vision is of CGIAR Centers that stand as models of excellence for attracting and leveraging global staff diversity.

1.5 Increased emphasis on diversity-positive recruitment has been a key feature of the CGIAR Centers' organizational development since 2003, particularly to increase the number of women and nationals of developing countries among the scientists and senior management.

Purpose of this survey

1.6 The principal purpose of the 2008 survey is to assist CGIAR senior management teams in assessing how well they are achieving their gender and diversity strategy objectives. This working paper provides an overview of the CGIAR with only limited reference to individual Centers. Individual Centers have requested complementary Center-specific

reports so they can assess how their achievements compare with the CGIAR system as a whole, and identify gender and diversity priorities for their Centers.

Previous surveys

1.7 The CGIAR's Gender Staffing Program (the forerunner of G&D) conducted surveys in 1991, 1994 and 1997. Those surveys gathered data about internationally recruited staff (IRS) only. G&D subsequently conducted a gender analysis of the 1999 CGIAR IRS Salary Survey. In 2001, G&D launched its own survey tool encompassing all staff in the CGIAR, both the IRS and the nationally recruited staff (NRS).

1.8 As with the 2001 survey, the 2003 survey covered all staff in the CGIAR: IRS, NRS and the regionally recruited staff (RRS) category adopted by some Centers. To provide a more comprehensive picture of the CGIAR, the 2003 survey also presented gender and diversity information about the CGIAR's senior leadership: Directors General and Boards of Trustees.

1.9 The 2003 survey focused primarily on gender and diversity staffing issues but included broader aspects of managing people and supporting their career development. It also identified improvements in HR practices that not only could benefit gender and diversity management but potentially could strengthen management of the entire CGIAR workforce.

Features of the 2008 HR Survey

1.10 The 2008 survey has maintained the same basic approach and structure as its 2003 predecessor. It also has taken the opportunity to explore some issues in more detail than previously possible. Now, with improved data and targeted questioning, the 2008 survey provides greater insight into priority issues for future gender and diversity initiatives. In addition, the 2008 survey encompasses CGIAR's support groups: the System Office Units and the Science Council Secretariat.

1.11 Centers were surveyed both on current staff (as at 30 April 2008) and staff who had left CGIAR employment since the 2003 survey. In recognition of their small sizes, System Office Units completed a more restricted range of survey questions and the CGIAR Secretariat and Science Council Secretariat completed very brief surveys. The content of the various survey questionnaires is summarized in Appendix 1.

1.12 As with the 2003 survey, the 2008 survey focused principally on "staff groups", categorized primarily in terms of their job functions (scientist, technician, administrator, etc.). This was perceived as more relevant than the previous emphasis on their employment classification (IRS, RRS or NRS) only.

1.13 This categorization system, summarized in Chapter 2, provides accurate information about the demographics of the major staff groups within the CGIAR, particularly those staffed mainly by NRS. It also differentiates more precisely between research scientists and those scientists who do not have significant roles in the conceptual aspects of programs and primarily provide professional support to researchers.

1.14 Notwithstanding the primary emphasis on staff function, some key data is presented in the context of IRS/RRS/NRS employment conditions to enable comparisons with previous surveys.

1.15 Staff diversity is a critical element of staffing in international organizations. It covers a wide range of issues, some of which are readily identified (e.g. nationality), some of which take more effort to identify, and some of which may be particularly sensitive to explore. A range of diversity dimensions are reported in this survey, including nationality, gender, age and qualifications.

1.16 In reporting on staff diversity, the survey:

- identifies staff members according to their nationalities,
- identifies and groups staff members as being from developed or developing countries, and
- groups staff members according to their home regions or subregions.

Considerable effort has been invested in reporting changes in diversity of nationality, particularly among senior management and scientist groups.

Changes in the CGIAR since the 2003 survey

1.17 The CGIAR has had some significant organizational changes since the 2003 survey. They are summarized here to facilitate comparison between the 2008 survey and its 2003 predecessor. The changes include:

- transferring the International Service for National Agricultural Research (ISNAR) into the International Food Policy Research Institute (IFPRI), thus reducing the number of CGIAR Centers from 16 to 15,
- transferring the headquarters of the Africa Rice Center (formerly WARDA) from Côte d'Ivoire to Benin, with significant reduction in staffing in the former country and replacement in the latter, and
- renaming the former International Plant Genetics Resources Institute (IPGRI) as Bioversity International.

Limitations

1.18 The 2003 survey was constrained by the inability of some Centers to provide all the data required for analysis and reporting. The situation improved considerably for the 2008 survey, enabling more insight into some key issues. However records of staff who left the CGIAR between 2003 and 2008 were less comprehensive, thus limiting the analysis of turnover. Regrettably, despite efforts by staff across the Centers to provide the substantial amount of data requested, there were still some incomplete individual staff records at the time this report was finalized.

Structure of this report

1.19 Chapter 2 of this report provides a basic overview of the talent pool in the CGIAR: where Centers' headquarters are located, the number of staff in the various units, the diversity of nationality of CGIAR staff and the regions from which they are drawn, and gender balance. It also presents an overview of governance and advisory bodies.

1.20 Chapters 3 to 9 focus on Centers' staffing in its various forms. Chapter 3 provides an overview of the staff categorization system used for this survey (and its predecessor in 2003), and basic information about diversity of nationality and gender across CGIAR

Centers, employment conditions and geographic distributions of staff, and the various types of office they work in.

1.21 Chapters 4 and 5 provide more detailed information about diversity of nationality and gender balance respectively. Chapters 6 to 8 focus on three key staff groups: Center Management, Scientists and Science Support Professionals. Chapter 9 reviews data provided about turnover in Centers during the period 2003–2008.

1.22 Chapter 10 focuses on the governance, leadership, guidance and corporate support of the CGIAR. It reports on the composition of Centers' Boards of Trustees, Directors General, the Science Council and its secretariat, and the CGIAR System Office Units.

1.23 Detailed information has generally been placed in a comprehensive list of appendices to avoid slowing the general flow of the working paper.

Women in management and science

1.24 The representation of women in CGIAR managerial and technical leadership is of increasing interest, and considerable effort has been invested in reporting key changes in women staffing between 2003 and 2008.

Talent in the CGIAR in 2008: an overview

2

2.1 The CGIAR is a global organization whose mission is to mobilize agricultural science in developing countries to reduce poverty, foster human wellbeing, promote agricultural growth and protect the environment.

2.2 To optimize relevance and effectiveness of the CGIAR's work, 13 of its 15 research Centers are headquartered in developing countries: Benin (the Africa Rice Center), Colombia (CIAT), India (ICRISAT), Indonesia (CIFOR), Kenya (ILRI and the World Agroforestry Centre), Malaysia (The WorldFish Center), Mexico (CIMMYT), Nigeria (IITA), Peru (CIP), the Philippines (IRRI), Sri Lanka (IWMI), and Syria (ICARDA). The other two Centers – Bioversity International and IFPRI – are headquartered in Italy and the United States of America (USA) respectively. In April 2008, CGIAR staff were located in 73 countries around the globe.

Staff

2.3 The CGIAR is a relatively small system. The total number of staff employed in the CGIAR in April 2008 was 7,909, comprising:

- 7,841 staff working in the 15 Centers,
- 57 staff working in the CGIAR System Office Units, and
- 11 staff working in the Science Council Secretariat.

2.4 It is important to recognize that some individual Centers have passed through phases of growth or contraction during the period 2003–2008. For example, the International Service for National Agricultural Research (ISNAR) was transformed into a program within the International Food Policy Research Institute (IFPRI), thus reducing the total number of CGIAR Centers from 16 to 15.

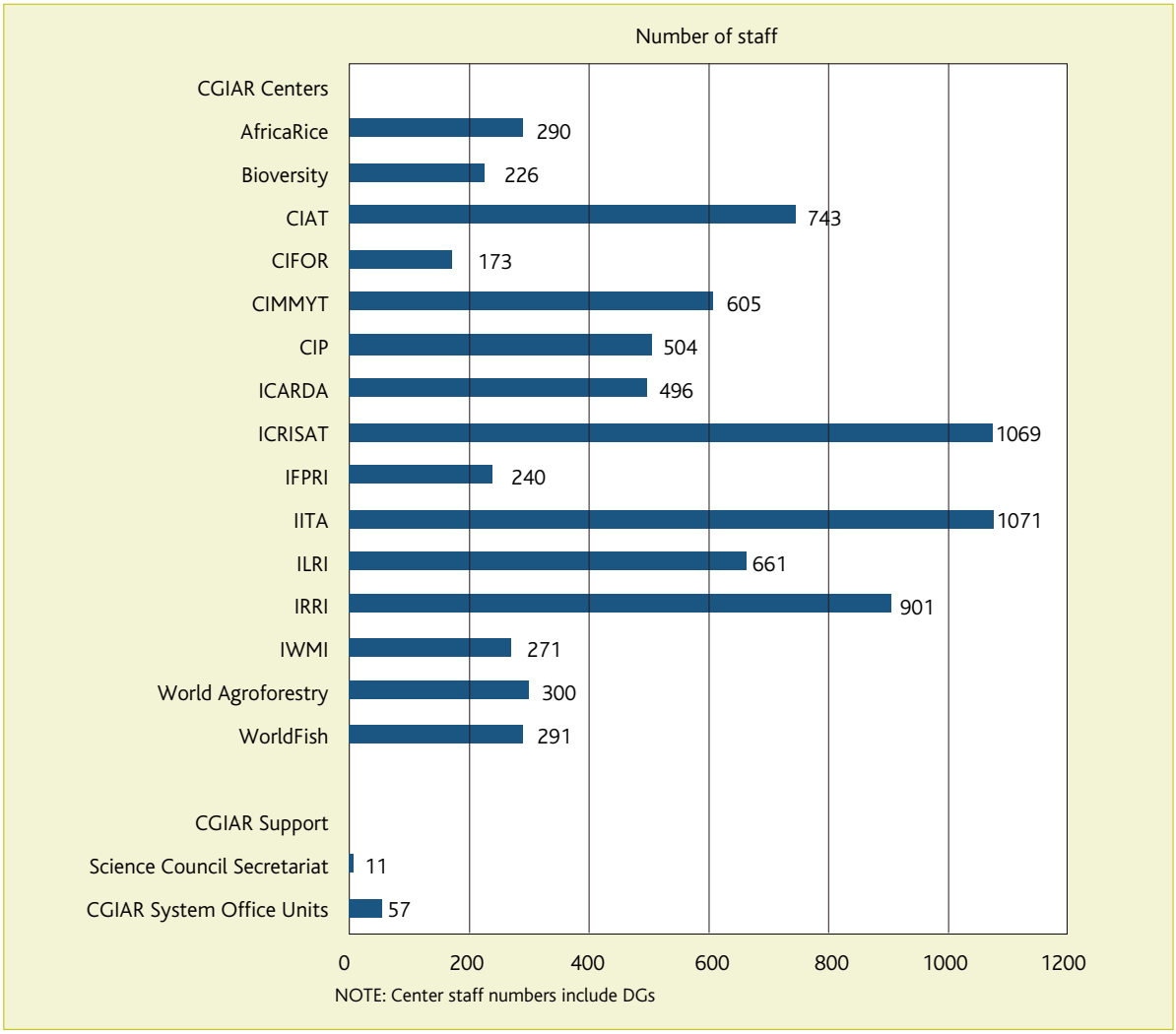
2.5 The number of staff in each CGIAR Center, the CGIAR System Office Units and the Science Council Secretariat is shown in Figure 2A.

Diversity of nationality

2.6 While diversity encompasses a broad range of factors – including gender, national origin, ethnicity, religion, family situation, sexual orientation, etc. – earlier CGIAR HR surveys followed the categorization system developed by the World Bank that concentrated mainly on measuring diversity of origin.

2.7 Although the World Bank has since changed its categorization, this survey keeps a similar system for consistency and to facilitate comparisons with previous CGIAR surveys. It identifies staff origin by nationality across two categories – developed

FIGURE 2A: CGIAR staff, 2008



countries and developing countries. The analysis of diversity of nationality also focuses on representation from geographic regions and subregions. A list of regions and subregions, the countries in each and their status as developed or developing appears in Appendix 2.

2.8 There may, of course, be a distinction between a person's current nationality and nationality at birth. Persons born in one country may well become citizens of a different country or of an additional country during their lifetimes. Information on current nationality is readily available in staff records, whereas information about country of birth often is not. In some cases, staff may have dual nationalities. In reporting the diversity of nationality of staff, we refer in this report to their current "primary" nationality.

Diversity across the CGIAR in 2008

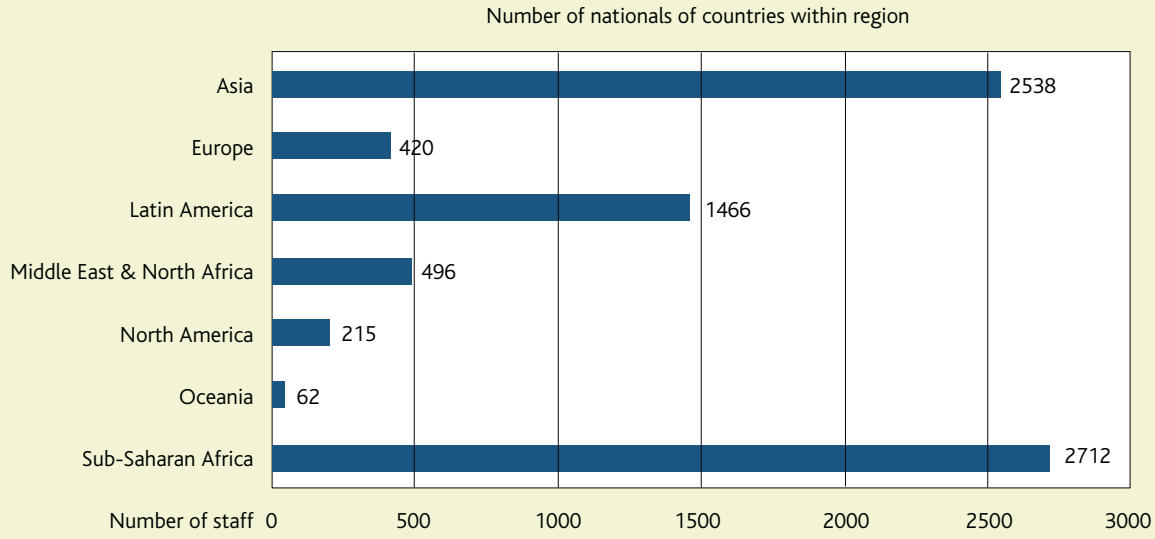
2.9 Of the 7,909 staff employed by the CGIAR in April 2008, 705 (9 percent) were nationals of developed countries – referred to throughout this report as "developed country nationals". This figure comprised 662 staff in Centers, 11 Directors General, 23 staff in System Office Units and 9 staff in the Science Council Secretariat.

2.10 Most CGIAR staff – 7,204 (91 percent) – were nationals of developing countries, referred to throughout this report as "developing country nationals". This figure comprised 7,164 staff in Centers, 4 Directors General, 34 staff in System Office Units and 2 staff in the Science Council Secretariat.

2.11 Figure 2B presents a regional view of CGIAR staff. In descending order of representation it shows how many staff were nationals of countries located in the following regions:

- 34 percent of staff were nationals of countries in sub-Saharan Africa,
- 32 percent from Asia,
- 19 percent from Latin America,
- 6 percent from the Middle East and North Africa,
- 5 percent from Europe,
- 3 percent from North America,
- 1 percent from Oceania.

FIGURE 2B: CGIAR staff: regional representation, 2008



Gender balance

2.12 Of the 7,909 staff employed by the CGIAR in April 2008, 2,322 (29 percent) were women. This figure comprised 2,273 staff in Centers, 2 Directors General, 40 staff in System Office Units and 7 staff in the Science Council Secretariat.

Governance and guidance

2.13 In April 2008, the CGIAR Centers' Boards of Trustees had 169 members, and the CGIAR Science Council had 7 members. It should be noted that the figure of 169 relates to Board positions, distinct from individual people, as some Board members

serve on more than one Board (see Chapter 10). Each Director General is also an ex officio member of her or his Center's Board. However, with the exception of the Directors General, Board members are not CGIAR employees. Most are paid sitting fees or their equivalent. Similar arrangements apply to members of the Science Council.

3 Center staff: overview

3.1 The principal focus of this working paper is the staffing of CGIAR Centers. To facilitate direct comparison with the 2003 survey, Chapters 3 to 9 focus on specific aspects of Centers' staff, excluding Directors General. The report and analysis of Directors General appears in Chapter 10. Note that throughout this paper, the term "Center staff" refers to the staff members of the 15 CGIAR Centers, and excludes staff in the System Office Units and Science Council Secretariat. It also excludes casual staff.

Total Center staff

3.2 In April 2008, the 15 CGIAR Centers employed 7,826 staff, plus their Directors General. This was an increase of 175 staff (2 percent) over the 7,651 reported in the 2003 survey.

Job Function: categorization of staff

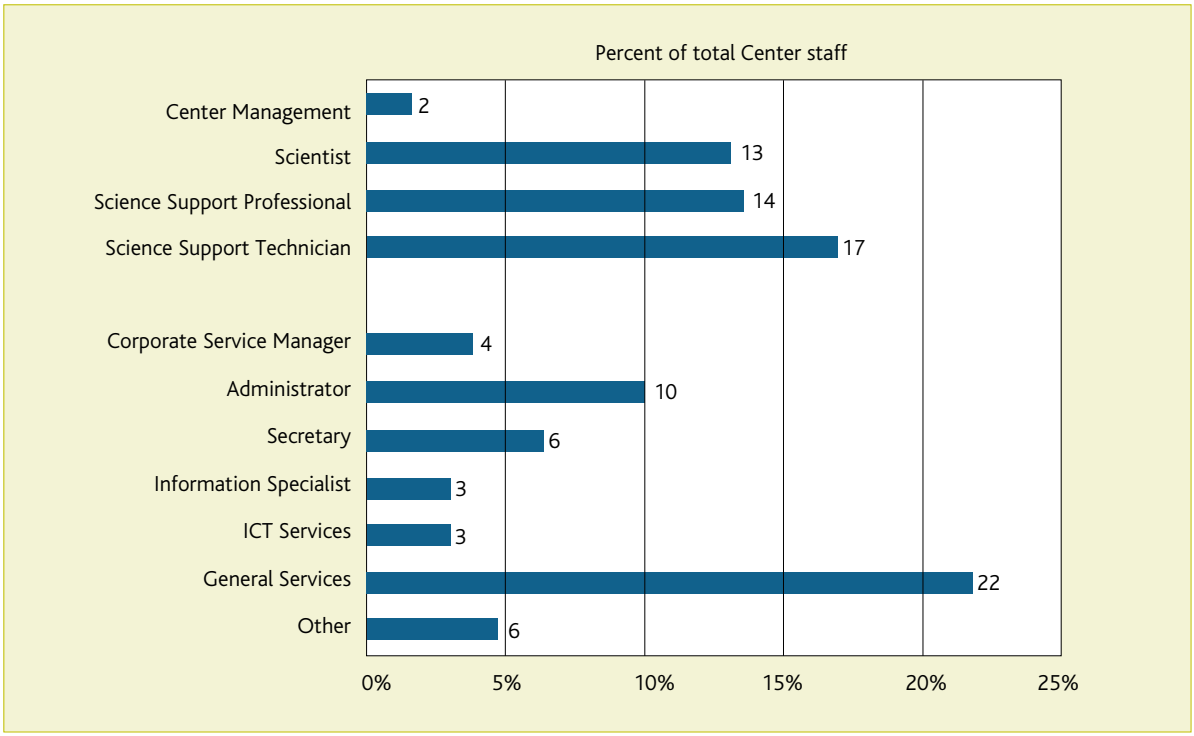
3.3 In this survey, as with the 2003 survey, Centers were asked to categorize staff members according to their job functions, within the following staff groups:

Center Management	Those in the level of management immediately below Director General, including Deputy Directors General, Directors of Challenge Programs, Directors of major programs, research program heads and heads of administration.
Scientist	Those who initiate, develop, lead and carry out science projects, and also initiate, develop and sustain partnerships with their Center's collaborators.
Science Support Professional	Those who work in programs to provide scientific and technical support to scientists, and have graduate training and professional expertise in their discipline.
Science Support Technician	Those who work in programs to provide technical support to scientists in laboratory or field activities, and typically have technical training to diploma level or equivalent.
Corporate Service Manager	Those who manage the delivery of a major specialist administrative service such as finance or HR, or a technical service such as computing or engineering, or a significant general service.
Administrator	Those who provide specialist administrative support requiring knowledge of a relevant administrative discipline.

Secretary	Those who provide administrative and secretarial support for a manager or staff group.
Information Specialist	Those who undertake specialized information search, creation, retrieval, analysis, and presentation and delivery activities. Their work extends across a range of professional information categories including information management, knowledge management, journalism, library science, Web development and graphic arts.
ICT Services	Those who develop information and communication technology (ICT) facilities and provide technical support for staff using those facilities.
General Services	Those who provide routine support in engineering trades, transport, catering, supplies and similar services.
Other	Includes staff who do not fit into the above categories.

3.4 Within this categorization system, the first four staff groups – Center Management, Scientist, Science Support Professional, and Science Support Technician – are directly engaged in science programs. The balance of staff provide technical, administrative and general support ancillary to the science programs. The proportional distribution of staff across these functional groups is shown in Figure 3A.

FIGURE 3A: Center staff: distribution by job function, 2008



Staff engaged in core activities

3.5 It is notable that 45 percent of Center staff were engaged directly in "core" activities, i.e. the Centers' science programs.

3.6 The number of staff engaged in core activities in April 2008 was 3,553. This reflects an increase of 175 staff (5 percent) over the 3,378 reported in the core staff groups in 2003. It also indicates that the net growth in total Centers' staff since 2003 has been entirely in core activities. The changes in the relevant staff groups were:

- Center Management shrank by 8 (5 percent), from 146 staff in 2003 to 138 in 2008,
- the Scientist staff group increased by 101 (11 percent), from 925 staff in 2003 to 1,026 in 2008,
- Science Support Professionals increased by 171 (19 percent), from 895 staff in 2003 to 1,066 in 2008,
- Science Support Technicians shrank by 89 (6 percent) from 1,412 staff in 2003 to 1,323 in 2008.

Diversity of nationality

3.7 Of the total staff in Centers in April 2008, the vast majority (92 percent) were nationals of developing countries. This is very similar to the proportion reported in the 2003 survey when 91 percent of Center staff were nationals of countries in developing regions. The number of Center staff who were nationals of developing countries in 2008 was 7,164, an increase of 321 (5 percent) over the 6,843 recorded in 2003 (with 130 records of nationality missing in the 2003 survey). Diversity of nationality is explored in more detail in Chapter 4.

Gender overview

3.8 Of the 7,826 staff in Centers in April 2008, 5,552 (71 percent) were men and 2,273 (29 percent) were women. At the time of the 2003 HR Survey, the proportion of women in Centers was only 27 percent. In 2008, the Centers employed 216 (11 percent) more women than in 2003. Gender is explored in more detail in Chapter 5.

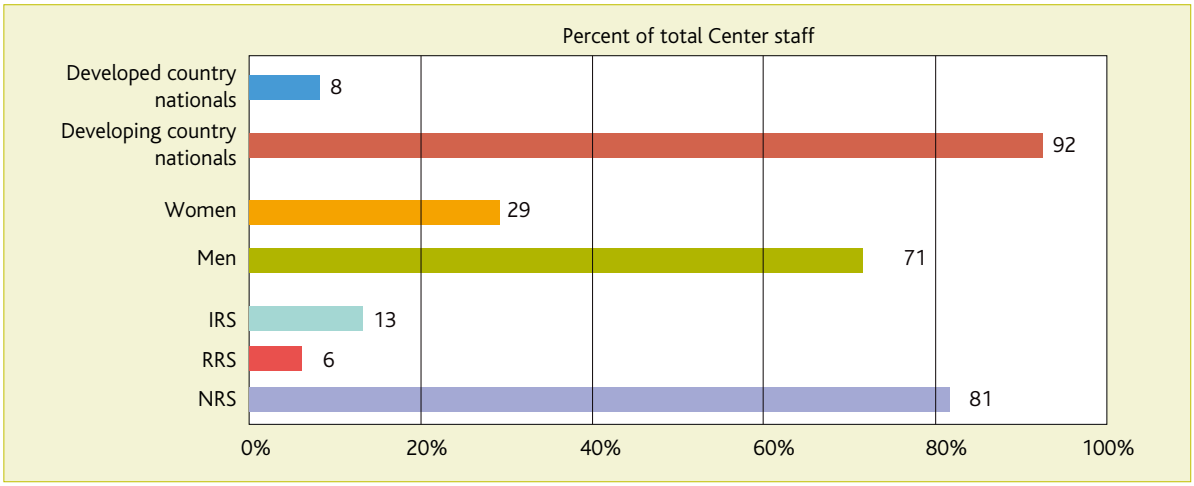
Employment conditions

3.9 Of the 7,826 staff in Centers in April 2008:

- 993 (13 percent) were employed under internationally recruited conditions (IRS),
- 476 (6 percent) were employed under regionally recruited conditions (RRS), and
- 6,354 (81 percent) were employed under nationally recruited conditions (NRS).

Records of employment conditions were unavailable for 3 staff. The majority of IRS were employed in the Center Management and Scientist staff groups.

FIGURE 3B: Center staff: diversity, gender and employment conditions, 2008



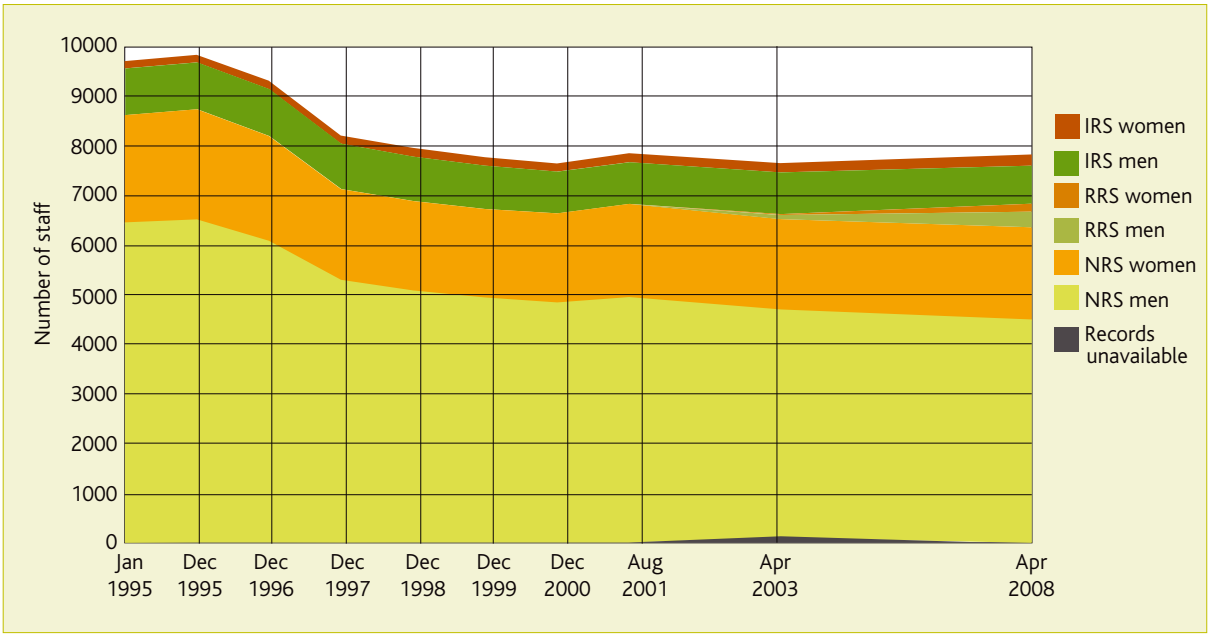
3.10 It is notable that, during 2003-2008:

- the IRS category decreased by 40 (-3.9 percent),
- the RRS category increased by 373 (262 percent),
- the NRS category decreased by 147 (-2.3 percent).

The number of IRS women increased by 39 (21 percent), while the number of IRS men decreased by 74 (-9 percent).

3.11 The number of IRS women has risen progressively since CGIAR staff surveys commenced in 1995 (see Figure 3C). In 1995, there were 148 IRS women, who comprised 14 percent of IRS and 1.5 percent of the total Centers' workforce. In 2008, there were 226 IRS women, who comprised 23 percent of IRS and 2.9 percent of the total Centers' workforce.

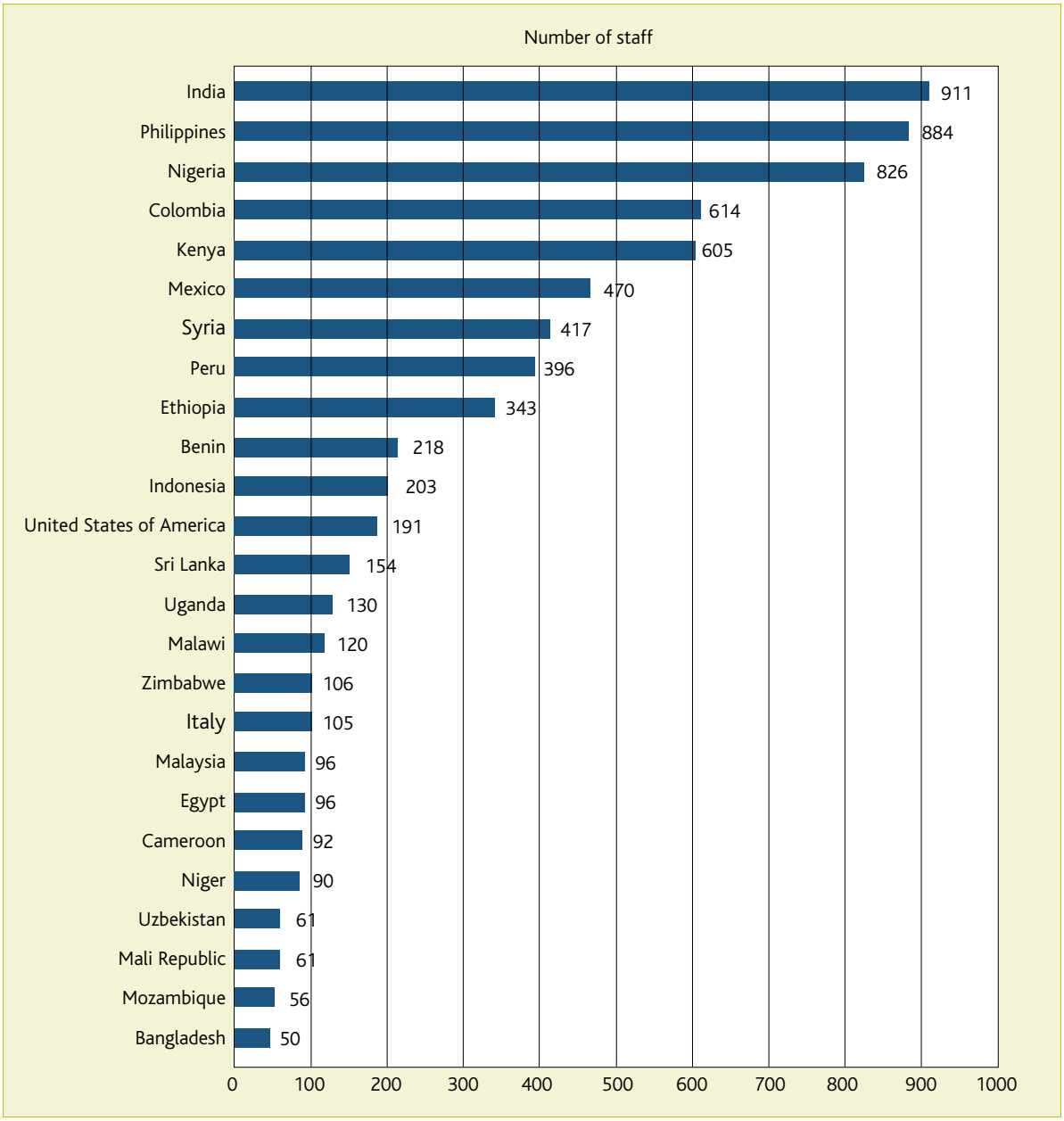
FIGURE 3C Staffing trends 1995–2008: IRS, RRS and NRS



Geographic distribution of staff

3.12 In April 2008, Center staff members were based in 73 countries – 3 more than in 2003. The largest staff concentrations, those countries where more than 50 CGIAR staff members were located, are shown in Figure 3D.

FIGURE 3D: Center staff: geographic distribution, 2008 (countries with 50 or more staff)



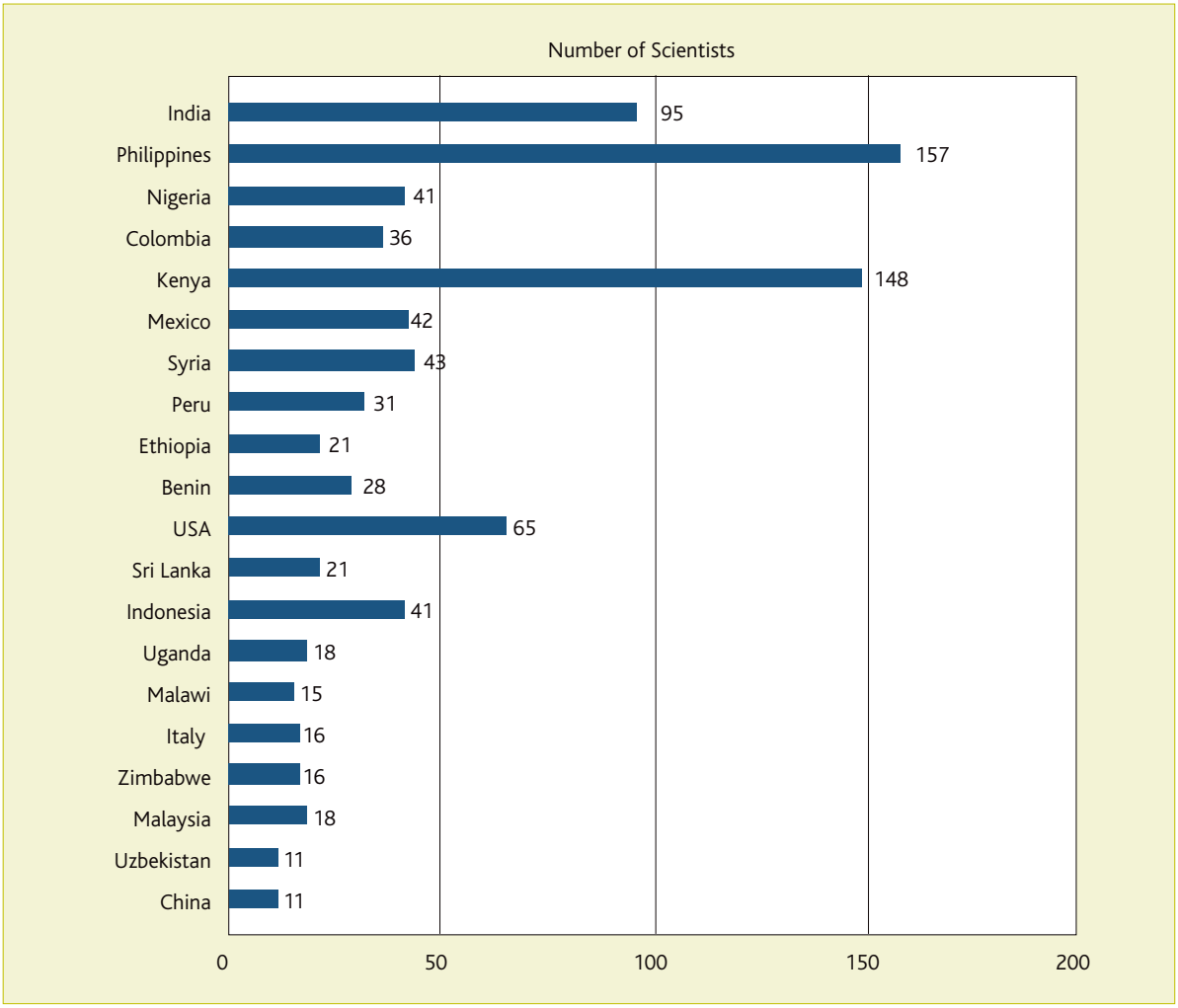
3.13 In addition to the country distribution shown in Figure 3D, there also were small groups of 20 to 50 staff members in Ghana (45), Ivory Coast (45), Tanzania (39), China (31), Senegal (27), Congo DR (26), Laos (25), France (21) and Pakistan (20). A further 13 countries had between 10 and 19 staff members, 7 countries had between 5 and 9 staff members, and 19 countries had 4 or fewer staff members. The number of staff in all 73 countries with CGIAR staff presence is summarized in Appendix 3, while the categorization of the country groups into "very large", "large", "medium" and "moderate" is provided in Appendix 4.

Geographic distribution of Scientists

3.14 Distribution of staff in the Scientist staff group provides another perspective of the geographic distribution of scientific effort by the CGIAR. Since Scientists lead each Center's core activities, it is informative to understand their geographic distribution.

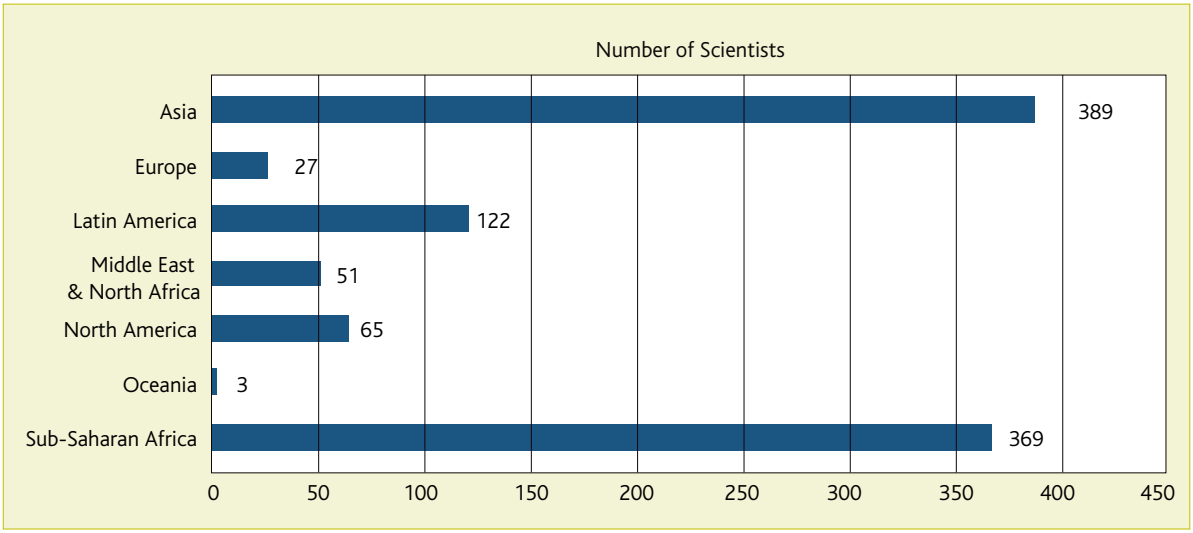
3.15 The countries with more than ten Scientists are shown in Figure 3E where, for ease of comparison with Figure 3D, the countries are listed in the same order, i.e. ranked in descending order of total staff. Note that the list includes China, which does not appear in Figure 3D. The distribution of scientists throughout the major regions is shown in Figure 3F.

FIGURE 3E: Centers' Scientists: geographic distribution, 2008[1]



1 Countries with more than 10 Scientists

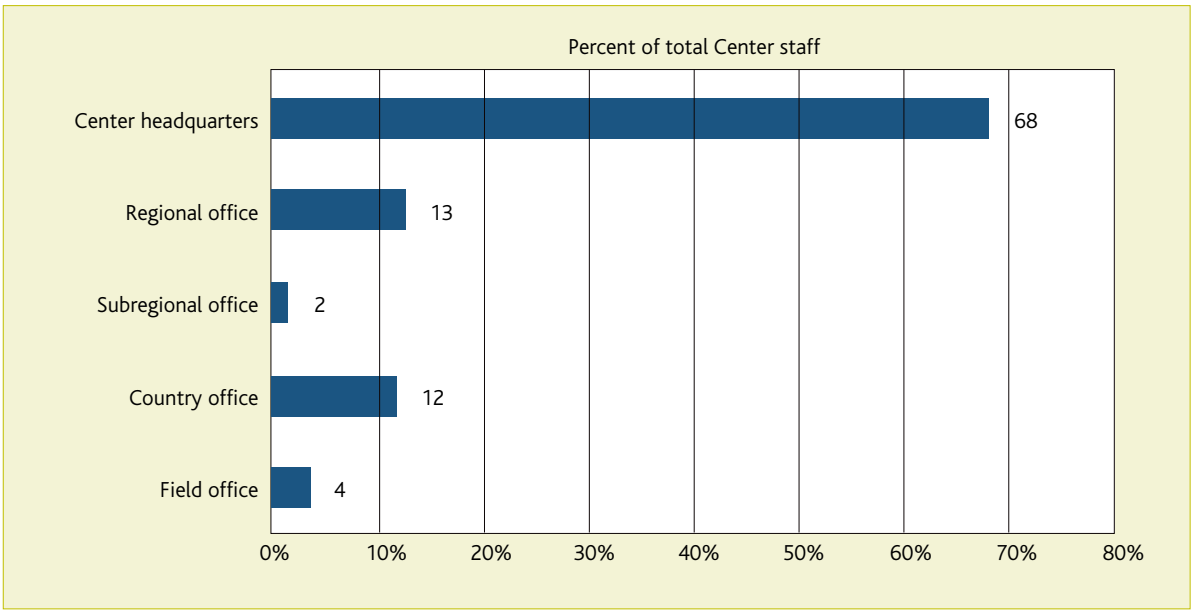
FIGURE 3F: Centers' Scientists: regional distribution, 2008



Duty stations

3.16 Of the total Center staff in April 2008, 68 percent were based at the headquarters of their respective Centers, 13 percent at regional offices, 2 percent at subregional offices, 12 percent at country offices and 4 percent at field offices (see Figure 3G).

FIGURE 3G: Center staff: duty stations, 2008



3.17 Some of these distributions were very similar to those recorded in the 2003 survey, notably the proportions based at:

- their respective Centers' headquarters (also 68 percent in 2003),
- regional offices (14 percent in 2003),
- field offices (also 4 percent in 2003).

However, the 2 percent reported working from subregional offices in 2008 was only one-third of the corresponding proportion (6 percent) reported in 2003. Conversely the 12 percent reported working from country offices in 2008 was double the corresponding proportion (6 percent) reported in 2003.

Summary

3.18 In 2008, 45 percent of Center staff were directly engaged in core activities (science programs). The 5 percent growth in Center staff since 2003 was entirely in core activities.

3.19 The vast majority of Center staff, 92 percent, were nationals of developing countries. Women comprised 29 percent of the Center workforces, representing a 2 percent increase since 2003. The majority of Center staff, 81 percent, were employed on nationally recruited conditions. Internationally recruited staff comprised 13 percent and regionally recruited staff 6 percent of the workforce.

3.20 Center staff were located in 73 countries. The three countries with the highest numbers of staff were India (911), the Philippines (884) and Nigeria (826). The three countries with the highest number of Scientists were the Philippines (157), Kenya (148) and India (95). The three regions with the highest numbers of Scientists were Asia (389), sub-Saharan Africa (369) and Latin America (122).

3.21 The majority of Center staff, 68 percent, were based at their Centers' headquarters.

Center staff: diversity of nationality

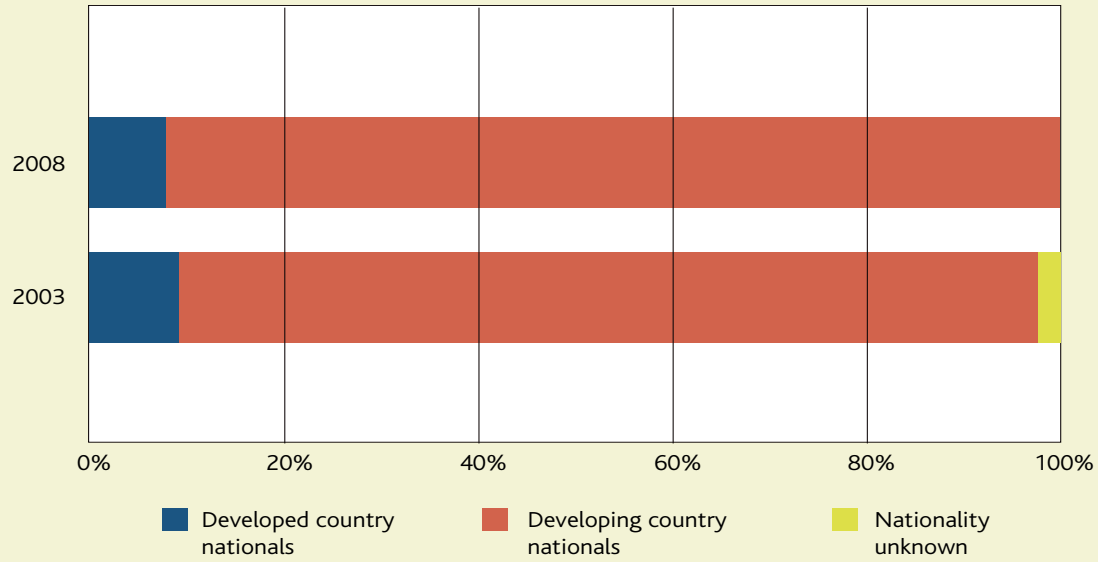
4

4.1 The 7,826 staff members working in the 15 CGIAR Centers in April 2008 were nationals from 122 countries, 31 of which were classified as "developed" countries (see Appendix 2) and 91 classified as "developing" countries.

4.2 Of these staff members:

- 7,164 (92 percent) were nationals of developing countries, and
- 662 (8 percent) were nationals of developed countries.

FIGURE 4A: Center staff: diversity of nationality, 2003–2008



Regional and subregional representation

4.3 This survey used seven geographic regions, which were further subdivided into subregions as shown in Table 4.1. The countries within each subregion where Centers had staff are listed in Appendix 2.

TABLE 4.1: Regions and subregions

REGION	SUBREGIONS
Asia	Central & West Asia
	East Asia
	South Asia
	Southeast Asia
Europe	Eastern & Southeastern Europe
	Western Europe
Latin America	Caribbean
	Central America
	South America
Middle East & North Africa	Middle East
	North Africa
North America	Canada
	United States
Oceania	Australia & New Zealand
	Pacific Islands
Sub-Saharan Africa	Central Africa
	East Africa
	Indian Ocean
	South Africa
	West Africa

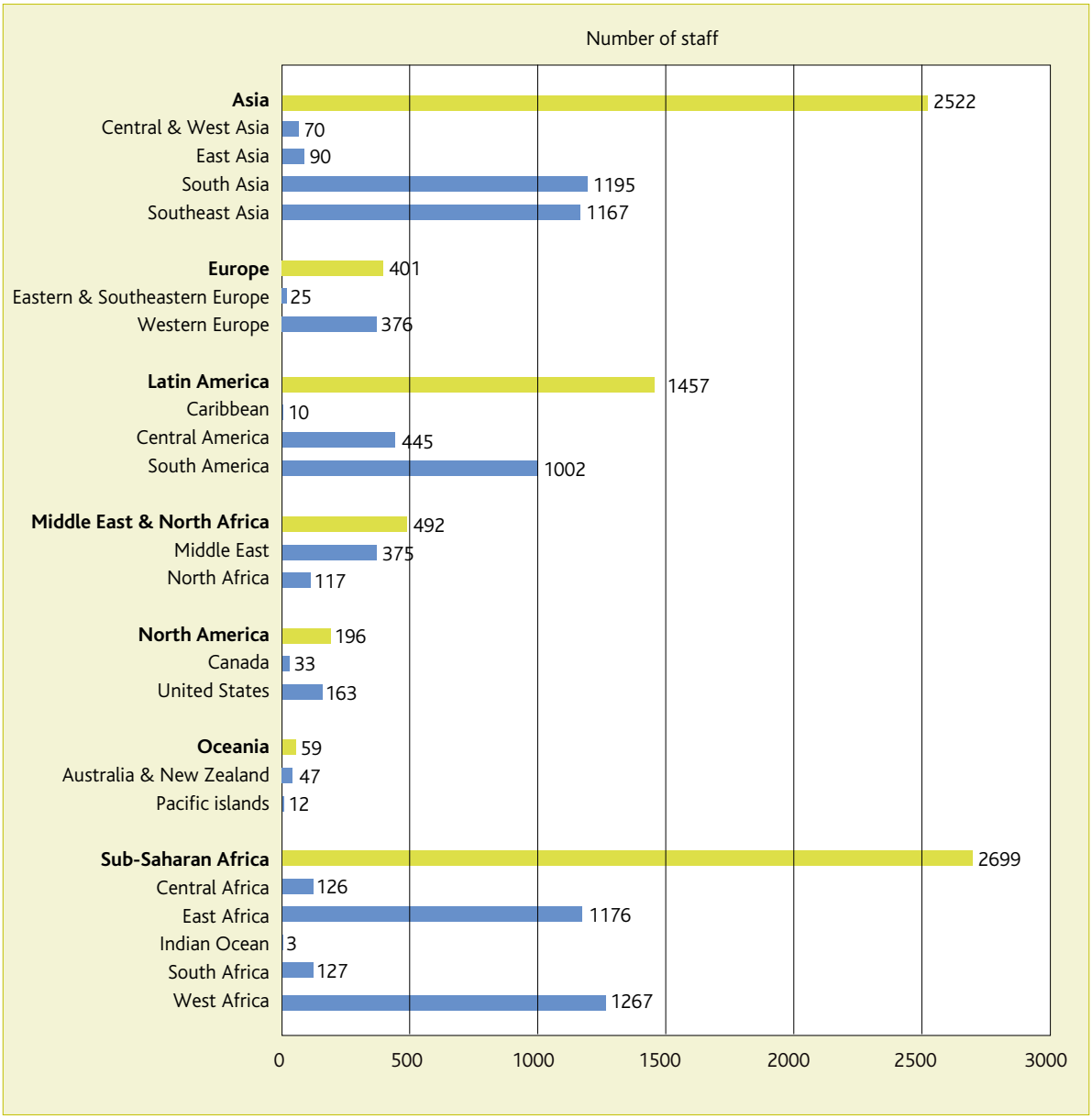
4.4 The distribution of Center staff nationalities across the various regions and subregions is shown in Figure 4B. In decreasing order of regional representation:

- 2,699 staff (34 percent of total Center staff) were nationals of countries in sub-Saharan Africa,
- 2,522 staff (32 percent) were nationals of countries in Asia,
- 1,457 staff (19 percent) were nationals of countries in Latin America,
- 492 staff (6 percent) were nationals of countries in the Middle East and North Africa,
- 401 staff (5 percent) were nationals of countries in Europe,
- 196 staff (3 percent) were nationals of countries in North America,
- 59 staff (1 percent) were nationals of countries in Oceania.

4.5 This also indicates that 74 percent of total Center staff were nationals of countries in five subregions:

- West Africa: 1,267 staff (16 percent of total Center staff),
- South Asia: 1,195 staff (15 percent of total Center staff),
- East Africa: 1,176 staff (15 percent of total Center staff),
- Southeast Asia: 1,167 staff (15 percent of total Center staff),
- South America: 1,002 staff (13 percent of total Center staff).

FIGURE 4B: Center staff: regional and subregional representation, 2008



4.6 The regional and subregional representation within each Center is shown in Table 4.2.

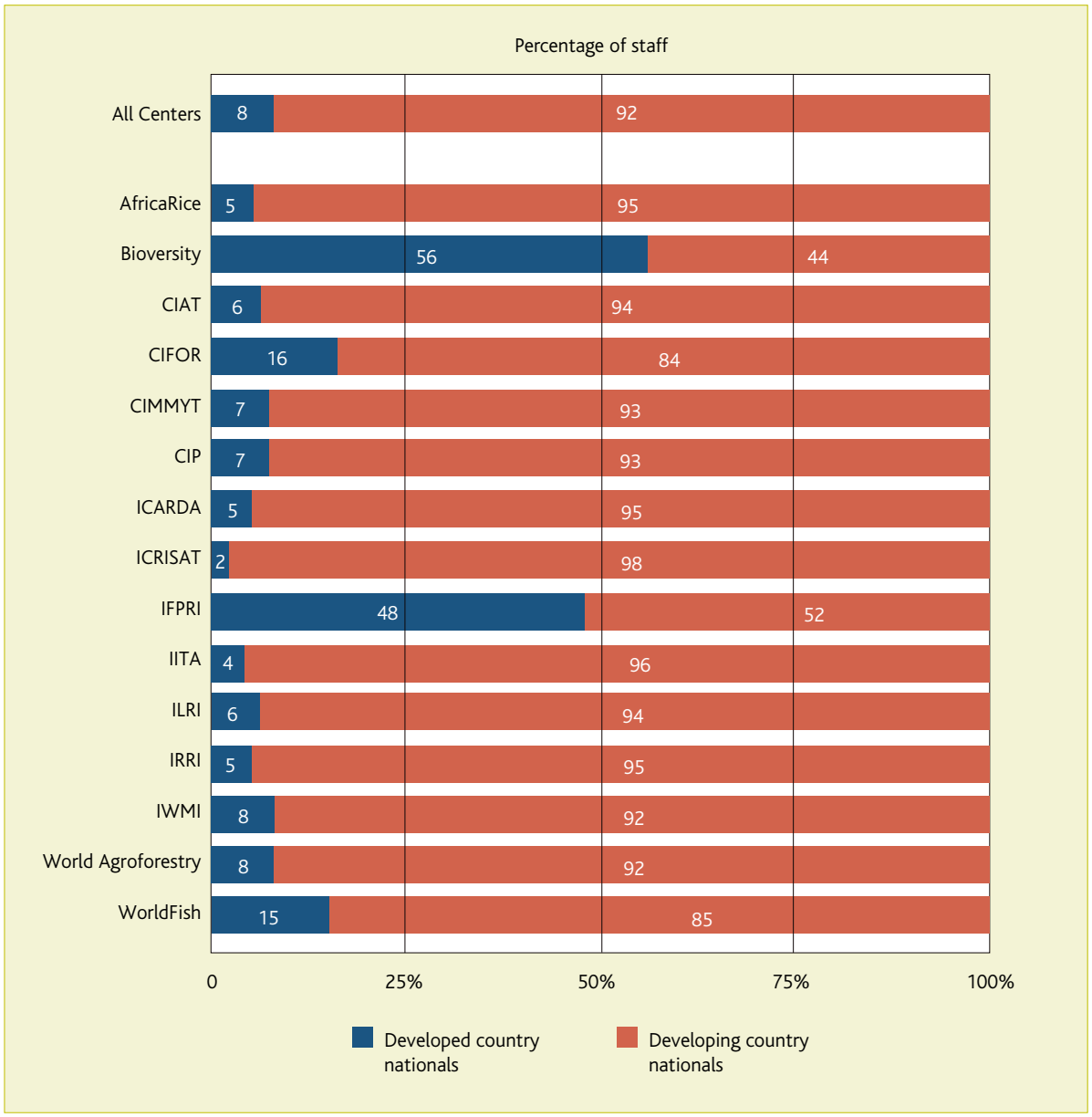
TABLE 4.2: Individual Center staff: regional and subregional representation, 2008

	AfricaRice	Bioversity	CIAT	CIFOR	CIMMYT	CIP	ICARDA	ICRISAT	IFPRI	IITA	ILRI	IRRI	IWMI	World Agroforestry	WorldFish	Total
Asia	10	36	27	110	53	45	60	826	70	11	9	849	201	85	130	2522
Central & West Asia		4			17	6	28		1				14			70
East Asia	7	5	1	2	11	9	5	1	12	3	2	17	2	11	2	90
South Asia	2	10	2	2	25	12	25	822	25	6	6	46	181	2	29	1195
Southeast Asia	1	17	24	106		18	2	3	32	2	1	786	4	72	99	1167
Europe	7	101	27	16	33	24	22	15	31	29	25	22	13	12	24	401
Eastern & Southeastern Europe		2			10		6		4	1		1	1			25
Western Europe	7	99	27	16	23	24	16	15	27	28	25	21	12	12	24	376
Latin America	2	20	581	8	432	380	2	1	16		2		1	11	1	1457
Caribbean	1			1					2				1	4	1	10
Central America		7	13		421	1			2		1					445
South America	1	13	568	7	11	379	2	1	12		1			7		1002
Middle East & North Africa		9	1		2		392	1	1			2	2		82	492
Middle East		7	1		1		365	1								375
North Africa		2			1		27		1			2	2		82	117
North America		21	10	8	8	7	5	6	76	6	13	13	7	7	9	196
Canada		5			2	3	2	1	5	2	3	2	1	1	6	33
United States		16	10	8	6	4	3	5	71	4	10	11	6	6	3	163
Oceania		4	3	1	5	2	4	2	1	2	4	9	2	1	19	59
Australia & New Zealand		4	3	1	5	2	4	2	1	2	4	9	2	1	7	47
Pacific Islands															12	12
Sub-Saharan Africa	270	34	93	29	71	45	10	217	44	1022	607	5	44	183	25	2699
Central Africa	1	3	5	13		1		2	1	64	2			34		126
East Africa	10	23	77	3	32	43	5	56	29	164	582	5	12	118	17	1176
Indian Ocean		1							1		1					3
South Africa		1	6	4	36			46	2	6	5		6	7	8	127
West Africa	259	6	5	9	3	1	5	113	11	788	17		26	24		1267
Totals	289	225	742	172	604	503	495	1068	239	1070	660	900	270	299	290	7826

Diversity of nationality within Centers

4.7 Many host country agreements support the recruitment of Center Management and Scientist staff on an international basis, but require the recruitment of support professional, technical, administrative and general staff from within that country. Consequently, the majority of staff in a Center office in any country most likely will be nationals of that country. This is reflected in Figure 4C, which shows that the vast majority of staff in most Centers were developing country nationals. The only notable exceptions were Bioversity, which is headquartered in Italy, and IFPRI, which is headquartered in the United States.

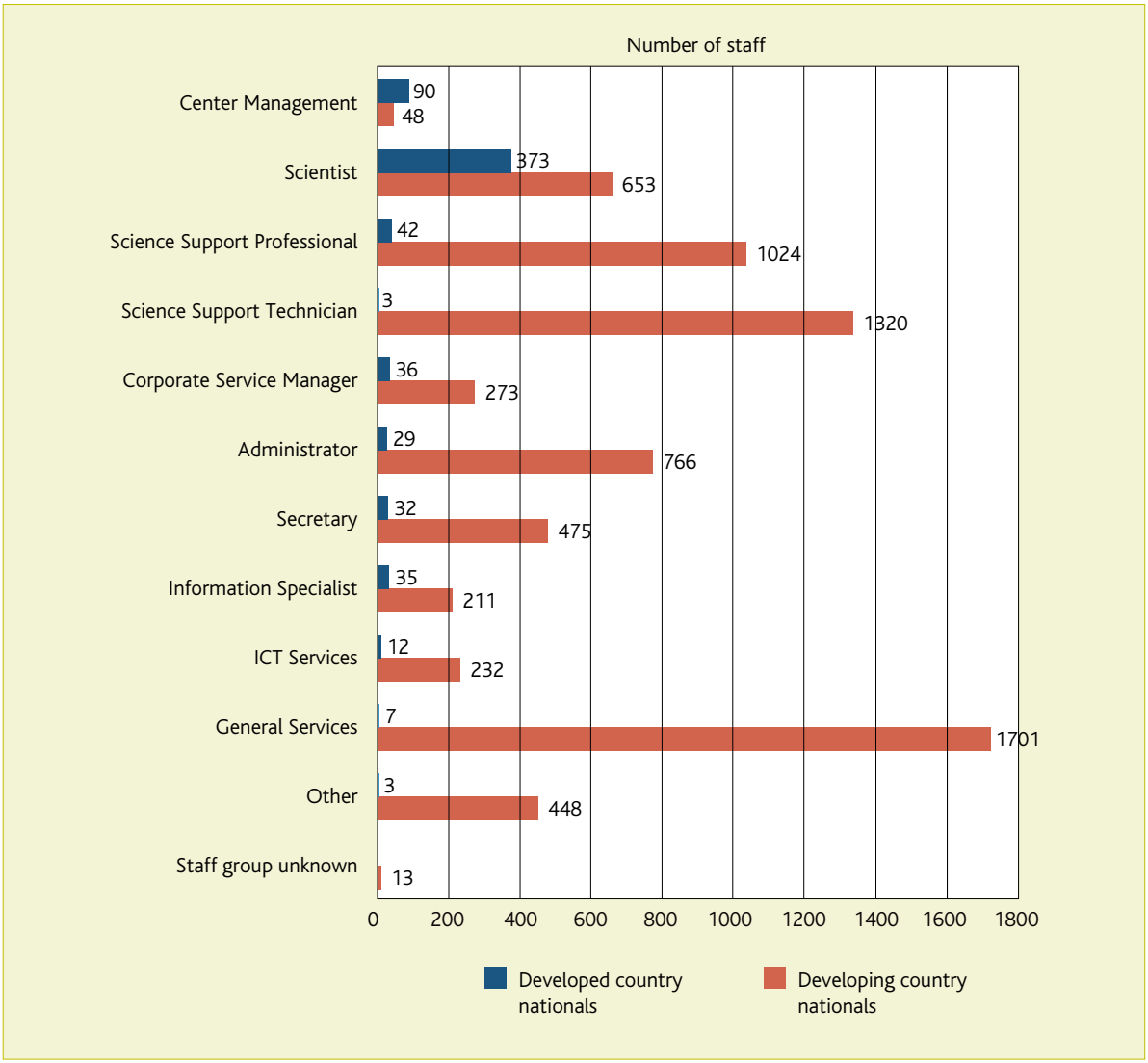
FIGURE 4C: Center staff: diversity of nationality within Centers, 2008



Diversity of nationality within staff groups

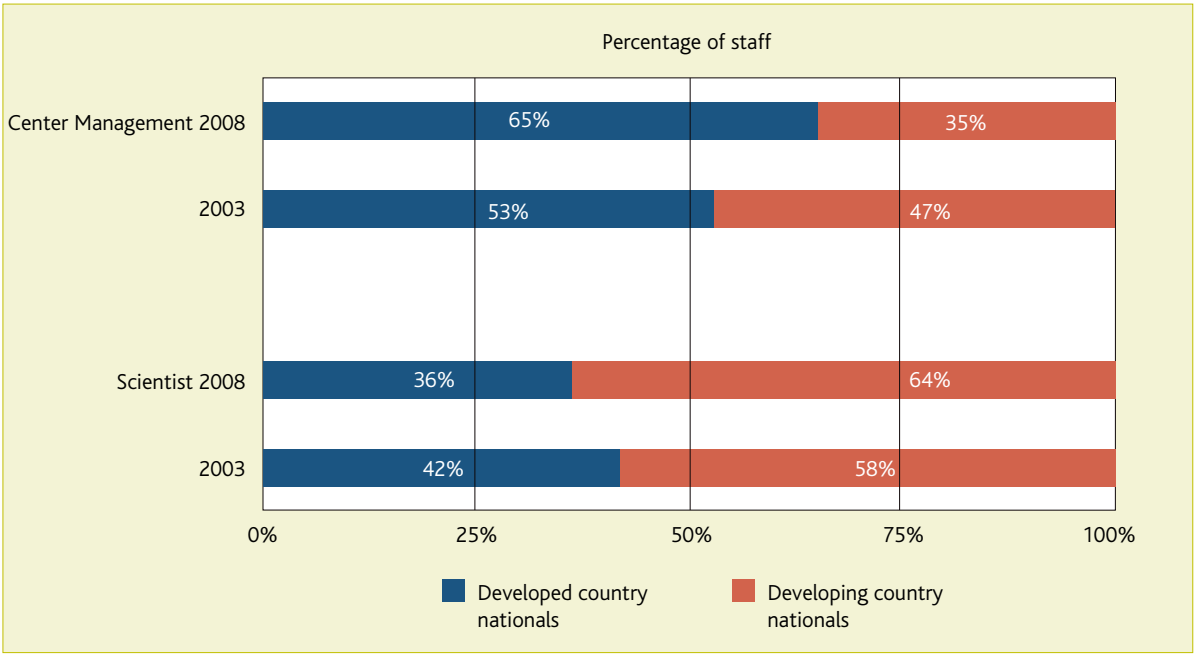
4.8 The recruitment of Center Management and Scientist staff on an international basis is reflected in the diversity of nationality within staff groups (see Figure 4D). The only two staff groups that had large proportions of developed country nationals were Center Management and Scientist.

FIGURE 4D: Center staff: diversity of nationality within staff groups, 2008



4.9 Figure 4E compares the balance between developed country nationals and developing country nationals within the Center Management and Scientist staff groups in 2008 and 2003 respectively. It shows that the proportion of developing country nationals decreased in Center Management but increased in the Scientist staff group between 2003 and 2008.

FIGURE 4E: Center staff: diversity of nationality within Center Management and Scientist staff groups, 2003–2008



4.10 The reduction in the proportion of developing country nationals in Center Management is surprising. In the period 2003–2008, Centers generally increased diversity-positive recruitment efforts, with the objective of increasing their proportions of developing country professionals and women. These outcomes are discussed in more detail in Chapter 6 (Center Management staff group) and Chapter 7 (Scientist staff group).

Diversity of nationality of internationally recruited staff

4.11 One particular area of interest is the data on staff employed on internationally recruited staff (IRS) conditions. In April 2008, they were concentrated mostly in the Center Management and Scientist staff groups which, together, accounted for 91 percent of all IRS. The remaining 9 percent of IRS were spread across the Science Support Professional, Corporate Service Manager, Administrator, Information Specialist and ICT Services staff groups.

4.12 In April 2008, Centers had 993 staff employed on IRS conditions, comprising 13 percent of total Center staff. Of these, 138 (14 percent of IRS) were in Center Management, and 765 (77 percent of IRS) were in the Scientist staff group. Consequently the best indicators of the CGIAR's success in achieving a nationally diverse workforce among its international recruits lie in these two staff groups which, together, account for 91 percent of global recruitments.

4.13 While all Center Management staff were recruited and employed as IRS, only 75 percent of the Scientist staff group were employed on this basis. Another 10 percent of the Scientist staff group were recruited on a regional (RRS) basis. RRS is essentially a limited form of international recruitment that focuses on specific geographic regions. The remaining 15 percent of the Scientist staff group comprised staff recruited on a

national basis (NRS), i.e. recruitment was limited to nationals of a specific country (or those holding work permits for that country).

4.14 Looking at the various nationalities of IRS in the Center Management and Scientist staff groups:

- 35 percent of IRS Center Management staff were nationals from developing countries, and
- 53 percent of IRS Scientist staff were nationals from developing countries.

Summary

4.15 In 2008, 92 percent of Center staff were nationals of 91 developing countries; the remaining 8 percent were nationals of 31 developed countries. Of those from developing countries, 34 percent of staff were nationals of countries in sub-Saharan Africa, 32 percent from countries in Asia and 19 percent from countries in Latin America. At the subregional level, the five most represented subregions were West Africa, South Asia, East Africa, Southeast Asia and South America.

4.16 The vast majority of staff members in most Centers were developing country nationals, except in the two Centers headquartered in developed countries: Bioversity International (Italy) and IFPRI (USA). Similarly, the vast majority of staff members within staff groups were nationals of developing countries, the exceptions being the two staff groups where global recruitment is the norm: Center Management and Scientist staff groups.

4.17 While the proportion of developing country nationals increased in the Scientist staff group between 2003 and 2008, the reverse occurred in the Center Management staff group.

5 Center staff: gender

5.1 Of the 7,826 total staff employed in CGIAR Centers in April 2008, 5,552 (71 percent) were men and 2,273 (29 percent) were women. This reflected an increase of 216 women, i.e. 11 percent of women in the Centers' workforce, since 2003. This, in turn, led to a 2 percent increase in the overall proportion of women since the 2003 survey.

Gender balance across Centers

5.2 The gender balance across Centers in 2008 and 2003 is presented in Figure 5A. In 2008, women represented 50 percent or higher of the workforce in two Centers: IFPRI (58 percent) and Bioversity (55 percent). Notably, these Centers were headquartered in developed region countries. Conversely, women represented fewer than 20 percent of the workforce in three Centers: IITA (18 percent), ICRISAT (17 percent) and the Africa Rice Center (14 percent).

5.3 In almost all Centers, the proportion of women in their workforce increased. It decreased in two Centers (CIFOR and ICRISAT), and remained unchanged in one (AfricaRice).

5.4 Another perspective of gender balance is presented in Figure 5B, which shows the percentage change in the number of women staff in each Center between 2003 and 2008. As this shows, substantial increases were recorded at AfricaRice (78 percent), IFPRI (59 percent) and CIP (49 percent). Other notable increases occurred in IRRI (26 percent) and WorldFish (20 percent). Two Centers recorded reductions: IITA (2 percent) and ICRISAT (7 percent).

5.5 Eighty percent of the increase of 216 women staff was attributable to three Centers: IRRI, which increased its number of women staff by 71; and CIP and IFPRI, both of which increased their number of women staff by 51.

Gender balance across staff groups

5.6 The number of staff, by gender and across staff functional groups appears in Figure 5C. In two staff groups (the Administrator staff group and, predictably, the Secretary staff group) women outnumbered men. Women represented 55 percent and 78 percent respectively of these two staff groups. In all other staff groups, men outnumbered women.

FIGURE 5A: Center staff: gender balance across Centers, 2003–2008

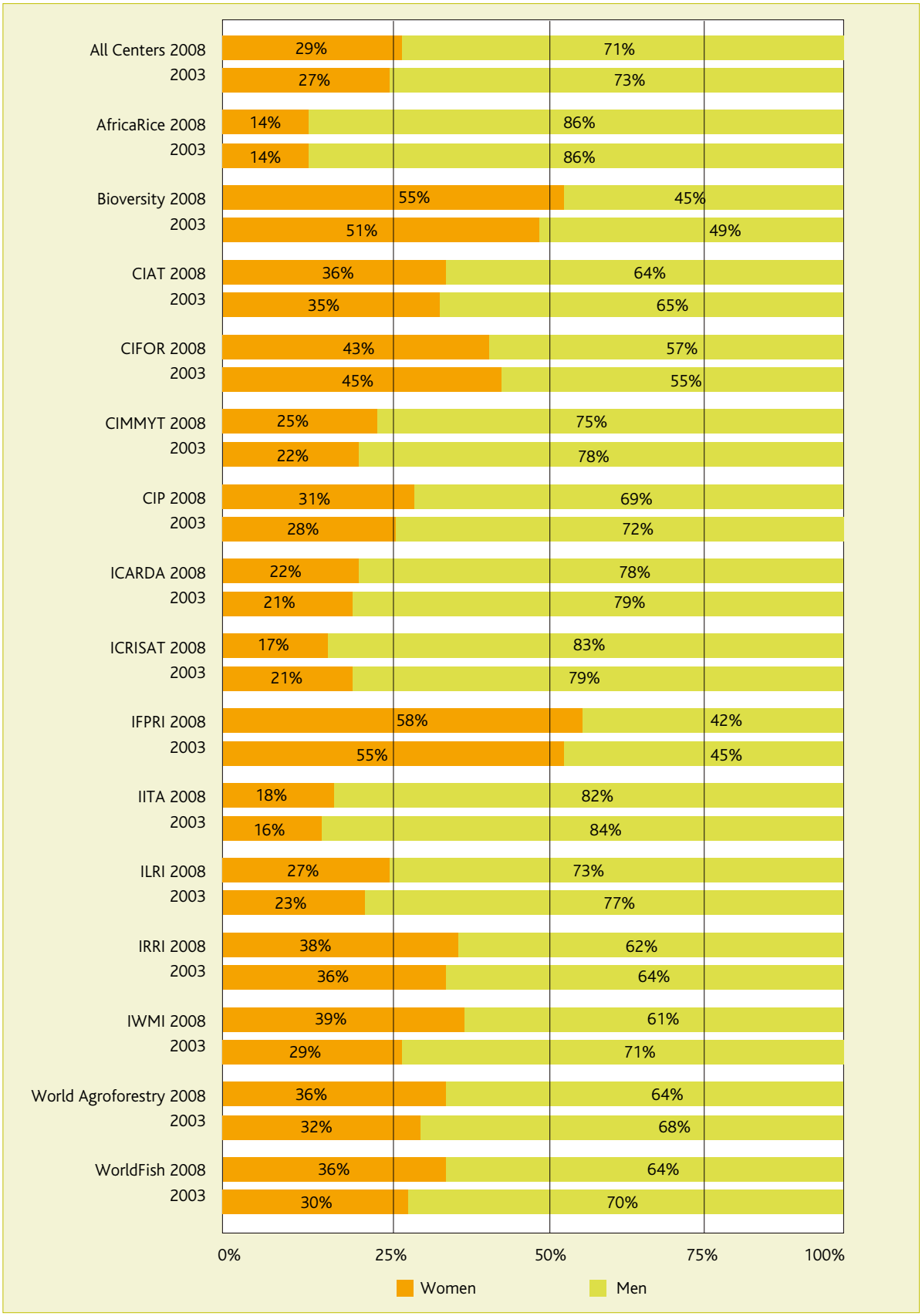


FIGURE 5B: Center staff: percentage change in women staffing across Centers, 2003–2008

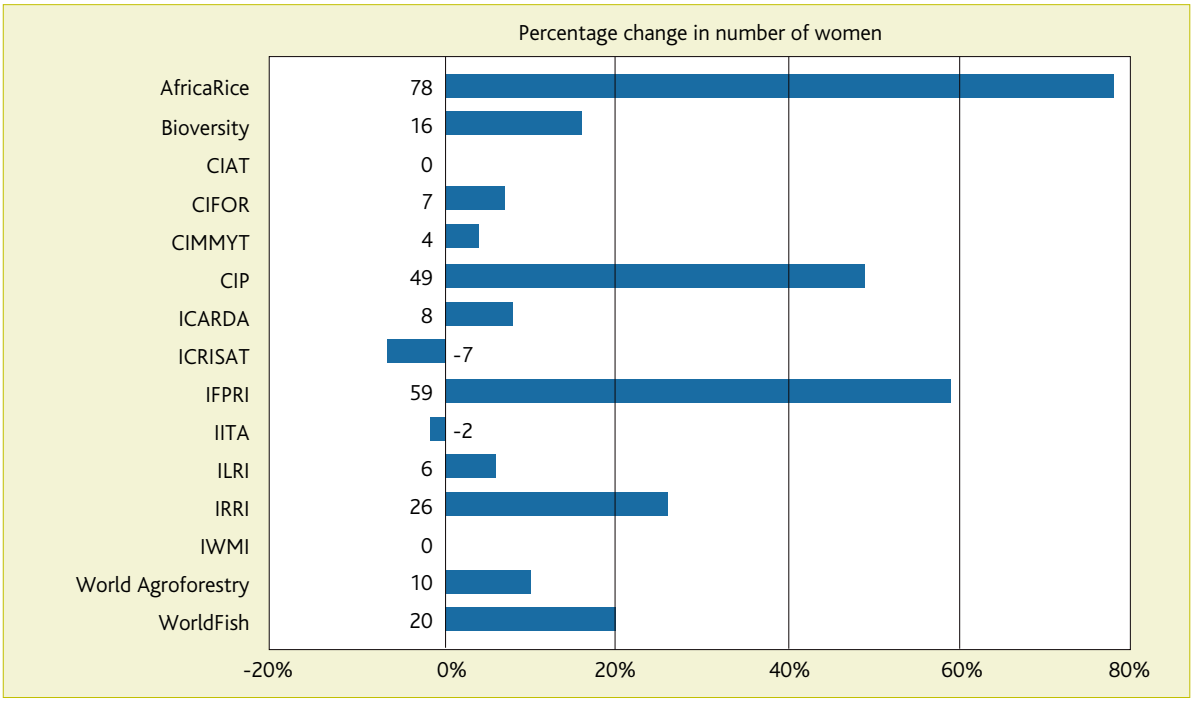
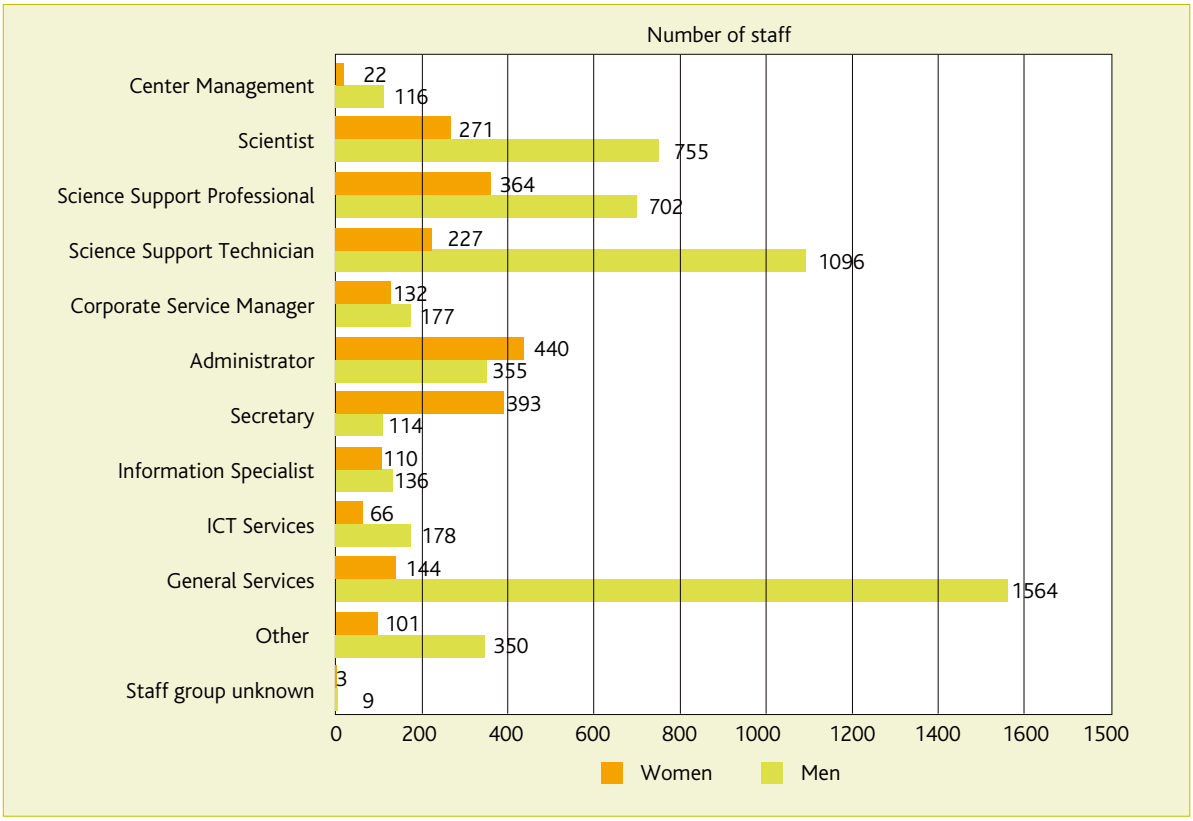


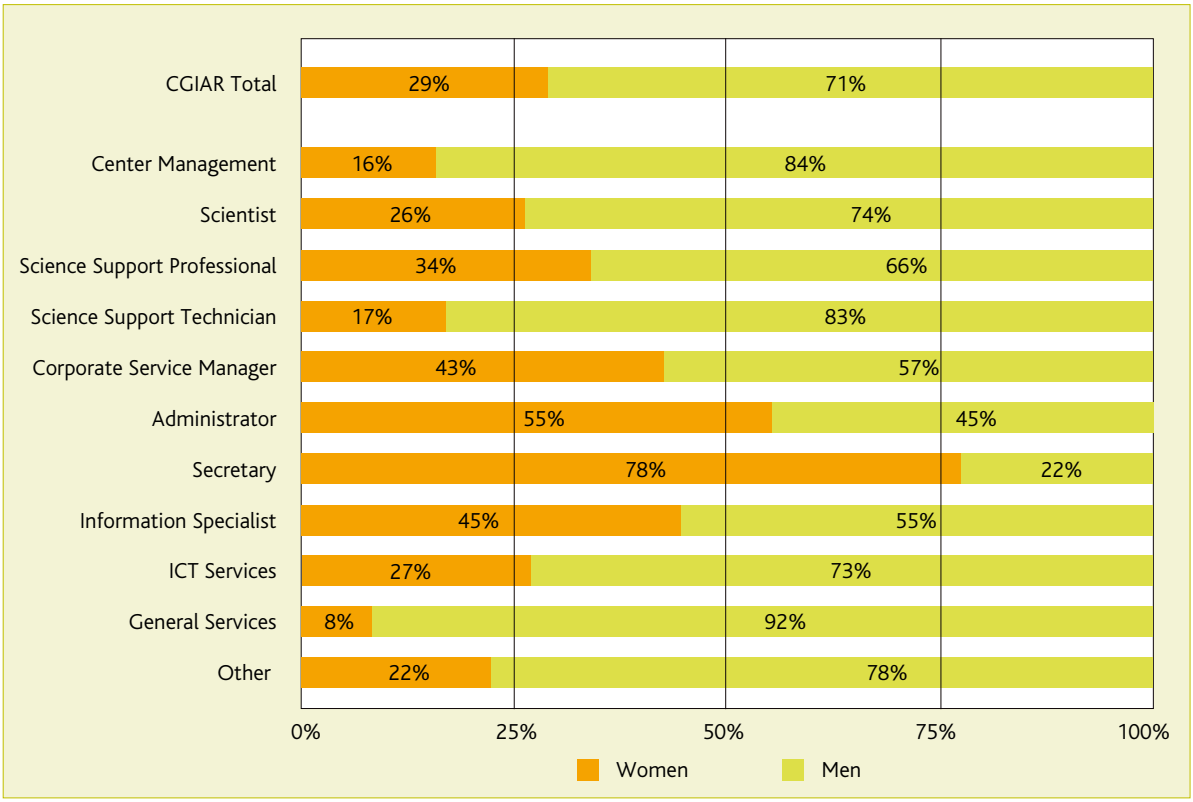
FIGURE 5C: Center staff: number of staff, by gender, across staff groups, 2008



5.7 The gender balance across staff groups is presented in Figure 5D. Approximately 29 percent of staff across all Centers were women. Using this as a guide, the situation of women was better than average in the following staff groups:

- Secretary (78 percent women),
- Administrator (55 percent women),
- Information Specialist (45 percent women),
- Corporate Service Manager (43 percent women), and
- Science Support Professional (34 percent women).

FIGURE 5D: Center staff: gender balance across staff groups, 2008



5.8 Conversely, the proportion of women was less in the Science Support Technician staff group (17 percent women) and General Services staff group (8 percent women). These two categories affected the overall ratio of women to men, because they were the two largest staff groups in CGIAR Centers, totaling 39 percent of staff.

5.9 It is also notable that the proportion of women was less than the CGIAR average in the Center Management staff group (16 percent) and Scientist staff group (26 percent). However, as will be discussed in later chapters, these two figures represent considerable improvement since the 2003 Survey.

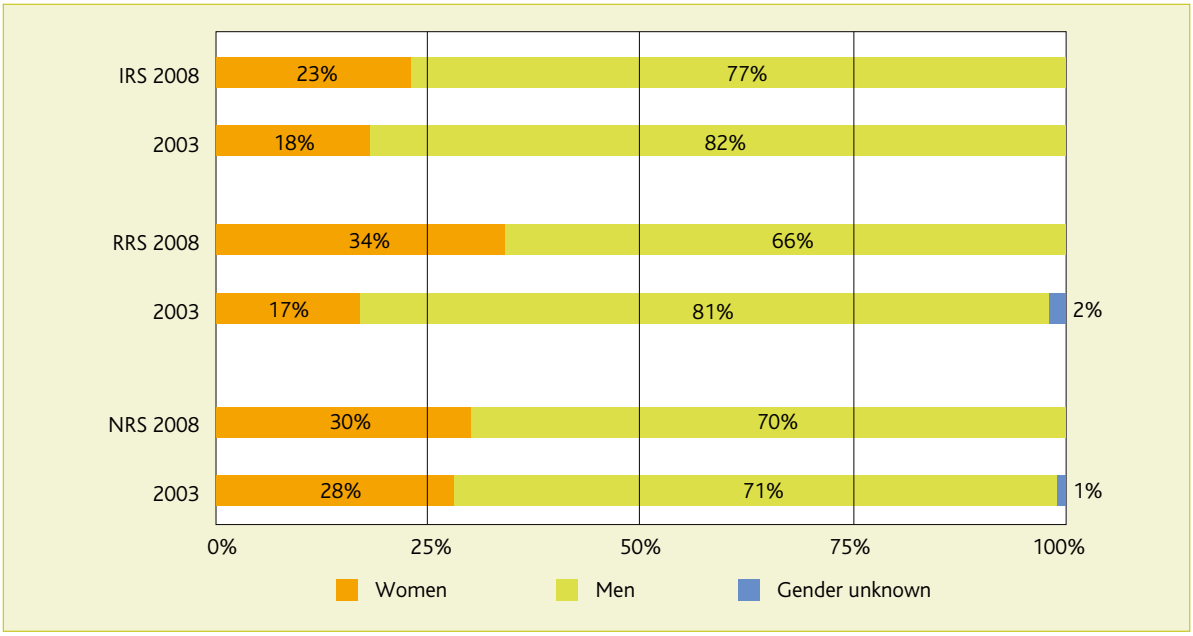
Distribution of staff by gender and employment conditions

5.10 Another perspective on gender balance is provided by the representation of women within groups defined by their employment conditions: IRS, RRS and NRS (see Figure 5E). As is evident from Figure 5E, the highest representation of women (34 percent) occurred within the regionally recruited staff (RRS) category. In this category there were 161 women. However, the RRS category comprised only 6% of the Centers' workforce

5.11 The next highest representation of women occurred in the NRS category. With 6,354 staff, NRS comprised 81 percent of Centers' workforces, of which 30 percent, or 1,885, were women.

5.12 In contrast with these two employment categories, 23 percent of staff employed as IRS were women. The IRS category, with only 226 women out of a total of 993 staff, accounted for 13 percent of Centers' workforces.

FIGURE 5E: Center staff: gender balance within employment conditions categories, 2003–2008[2]



Interesting developments since 2003

5.13 There has been an increase in women's representation in most staff groups since the 2003 survey. Particularly significant is the increase of women in the two key areas of concern identified in the 2003 Survey: the Center Management and Scientist staff groups.

5.14 The number of women in Center Management rose from 13 in 2003 to 22 in 2008, an increase of 70 percent. This resulted in the proportion of women in Center Management increasing from 9 percent in 2003 to 16 percent in 2008. This is explored in more detail in Chapter 6.

5.15 Another important increase occurred in the Scientist staff group, where the number of women rose from 182 in 2003 to 271 in 2008, an increase of 49 percent. This resulted in the proportion of women Scientists rising by almost one-third, from slightly less than 20 percent in 2003 to 26 percent in 2008. This is explained in more detail in Chapter 7.

5.16 Other notable increases in the representation of women between 2003 and 2008 occurred in:

- the Corporate Service Manager staff group – the number of women increased from 72 to 132, and the proportion of women increased from 35 percent to 43 percent,

[2] Employment conditions details were missing for only three staff.

- the Administrator staff group – the number of women increased from 326 to 440, and the proportion of women increased from 50 percent to 55 percent,
- the Information Specialist staff group – the number of women increased from 101 to 110, and the proportion of women increased from 40 percent to 45 percent.

5.17 On the other hand, the traditionally female Secretary staff group saw the number of women fall from 500 to 393, and the proportion of women fall from 83 percent to 78 percent.

5.18 The proportion of women in two staff groups, Science Support Professional and General Services staff, remained essentially unchanged at 34 percent and 8 percent respectively.

5.19 The proportion of women in the Science Support Professional staff group did not change. Although the Science Support Professionals staff group had an increase in the number of women, from 299 to 364, it also had an increase in the number of men.

5.20 Similarly, the number of women in the General Services staff group increased, from 117 in 2003 to 144 in 2008. However, as there was also a substantial increase in the number of men, the proportion of women remained almost unchanged.

5.21 The only staff group (other than Secretary) in which the proportion of women decreased was ICT Services. Although there was a marginal increase in the number of women – from 64 in 2003 to 66 in 2008 – an increase in the number of men meant that the proportion of women fell from 34 percent in 2003 to 27 percent in 2008.

Summary

5.22 The proportion of women across CGIAR Centers increased from 27 percent in 2003 to 29 percent in 2008. Within individual Centers, the proportion of women increased in 12 Centers between 2003 and 2008, decreased in two, and remained unchanged in one.

5.23 Some Centers recorded a sizeable increase in numbers of women staff, with three Centers accounting for most of the total Centers' growth. In one case, a Center increased its absolute number of women staff, but its proportion of women staff decreased relative to 2003. In another case the reverse occurred, as a Center had a decrease in its number of women staff, but the proportion of its women staff nevertheless increased relative to 2003.

5.24 Five of the 11 staff groups had a representation of women greater than the combined average of all Centers (29 percent). These staff groups included Secretary and Administrator, where women outnumbered men, plus Information Specialist, Corporate Service Manager and Science Support Professional.

5.25 The proportion of women increased substantially in the key management and technical leadership groups. The proportion of women in Center Management rose from 9 percent in 2003 to 16 percent in 2008. The proportion of women in the Scientist staff group increased from 20 percent in 2003 to 26 percent in 2008.

5.26 Women comprised 34 percent of regionally recruited staff, 30 percent of nationally recruited staff, but only 23 percent of internationally recruited staff.

Center Management staff group

6

6.1 Direct leadership of Centers is the responsibility of Directors General, assisted by senior staff in the Center Management staff group. This chapter deals with the two groups comprising the Center Management staff group:

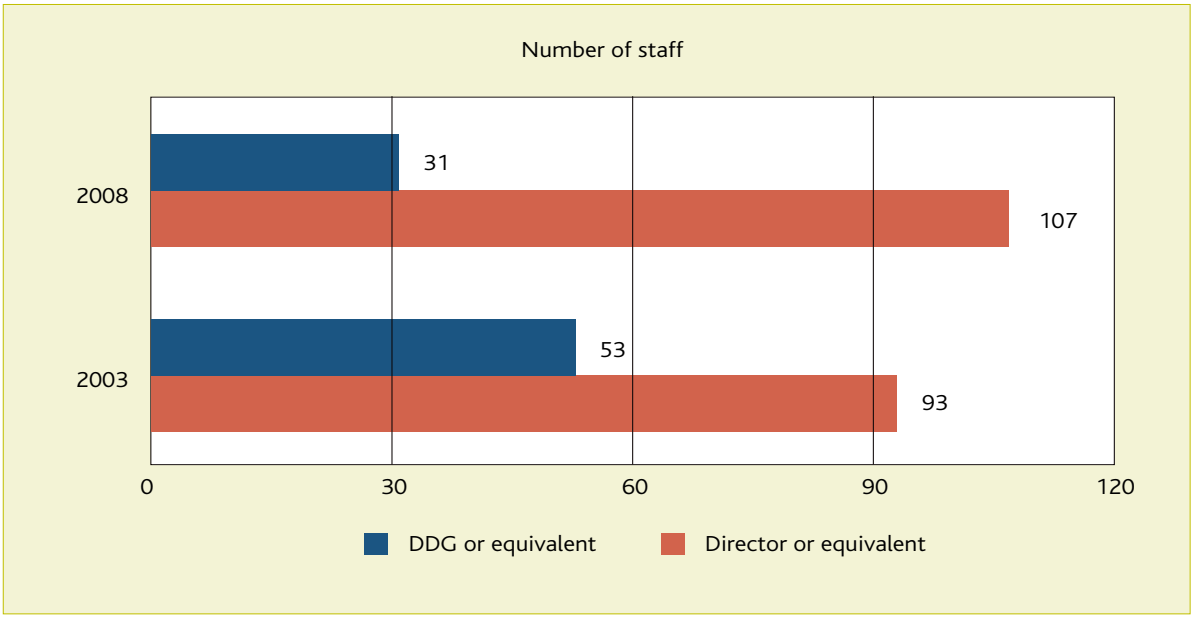
- Deputy Directors General (DDG), heads of Challenge Programs, and other positions of similar senior rank immediately below Director General, and
- Directors, research program heads, heads of corporate/management services and equivalent positions.

All these staff were employed on IRS conditions.

Trends

6.2 There were 138 staff in the Center Management staff group in 2008, 8 fewer than in 2003. The distribution by level is shown in Figure 6A. There was a considerable reduction (42 percent) in the number of staff at Deputy Director General or equivalent level, from 53 in 2003 to 31 in 2008. Conversely there was a small increase (15 percent) in the number of staff at Director or equivalent level, from 93 in 2003 to 107 in 2008.

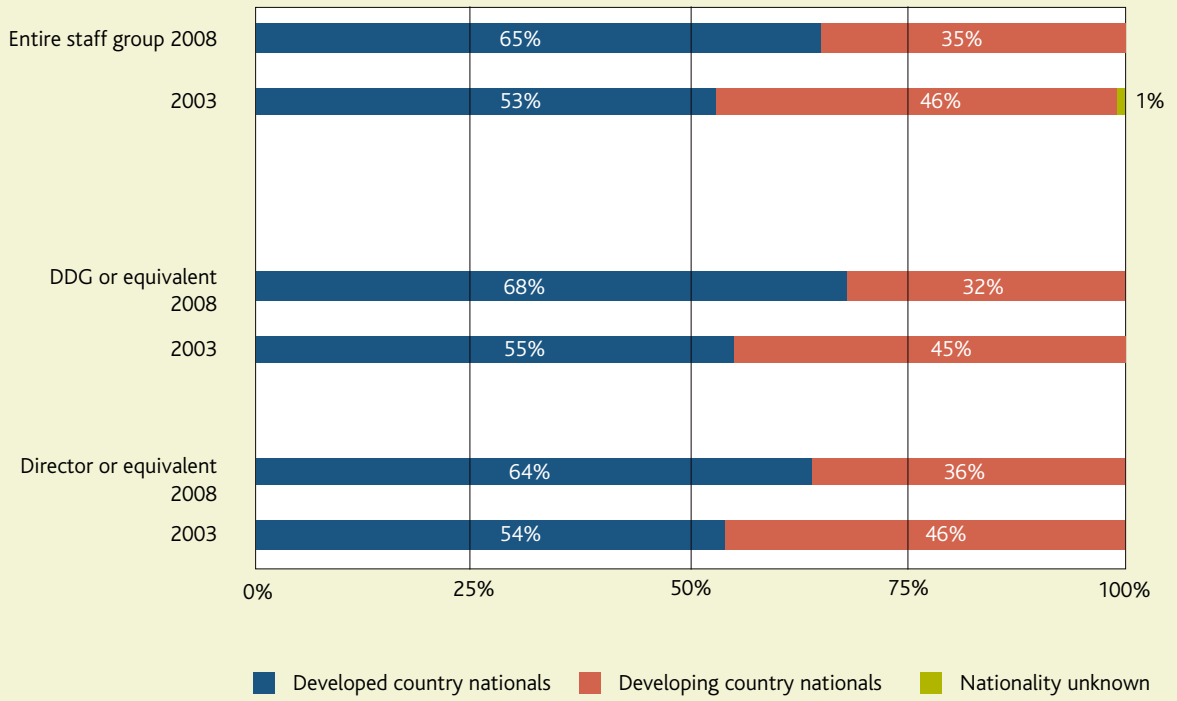
FIGURE 6A Center Management staff group: staffing numbers, 2003–2008



Diversity of nationality

6.3 In 2008, developing country nationals comprised 35 percent of the Center Management staff group (see Figure 6B). This was a notable decrease from 2003, when 46 percent of this staff group were developing country nationals. As Figure 6B shows, the proportion of developing country nationals decreased in both levels within this staff group relative to 2003.

FIGURE 6B Center Management staff group: diversity of nationality 2003–2008



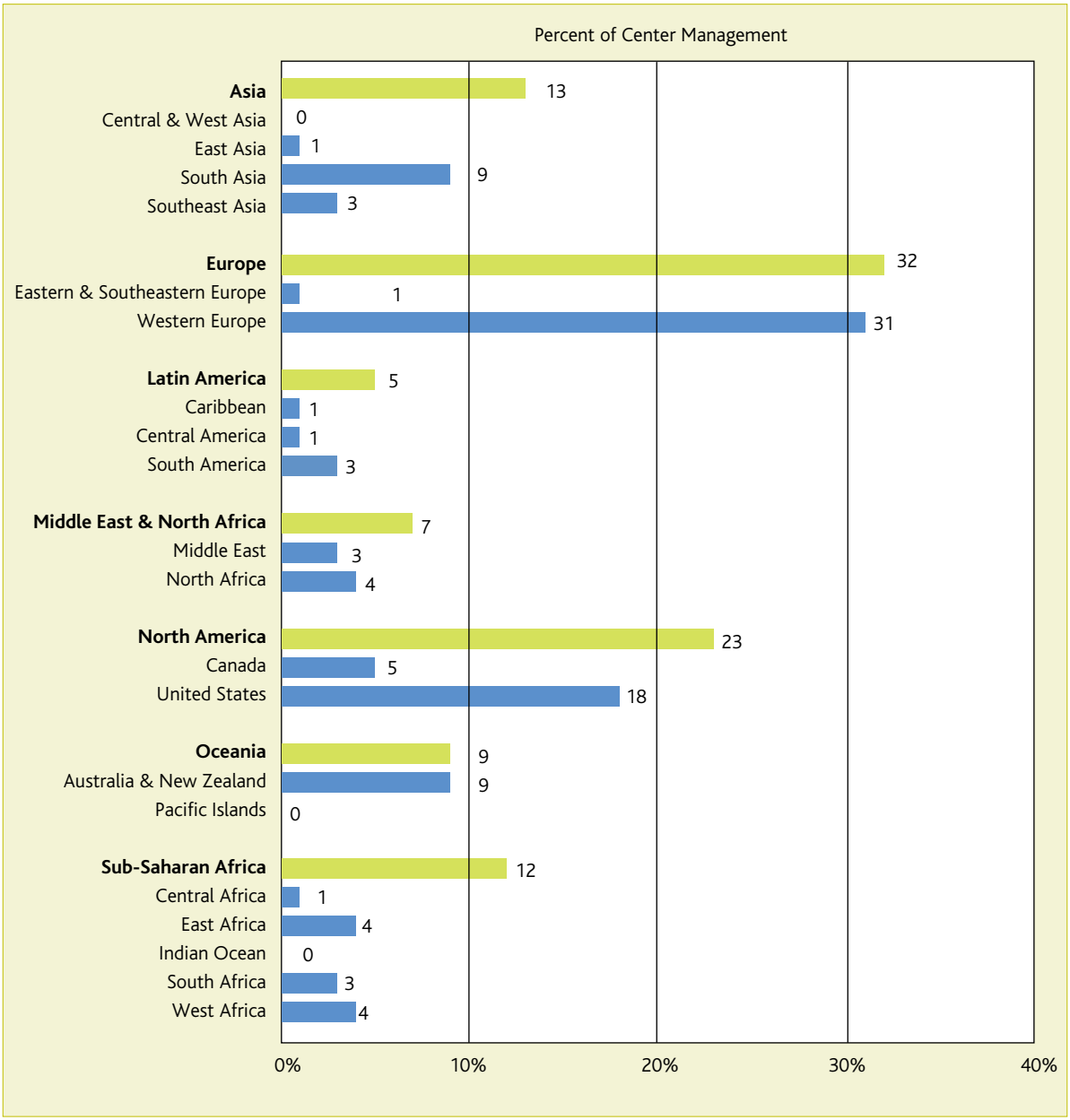
6.4 Ninety percent of Center Management staff attained their highest academic qualification at a developed country institution. This included 100 percent of developed country nationals and 71 percent of developing country nationals.

6.5 Center Management staff comprised nationals from 40 countries, the greatest proportion of whom were nationals of countries in Europe (32 percent), followed by North America (23 percent). In addition, 13 percent were from countries in Asia, and 12 percent from countries in sub-Saharan Africa (see Figure 6C).

6.6 The highest levels of subregional representation among Center Management staff were nationals from countries in Western Europe (31 percent) and the USA (18 percent). There was a substantial, proportional gap between USA and the next group, comprising South Asia (9 percent) and Australia and New Zealand (9 percent).

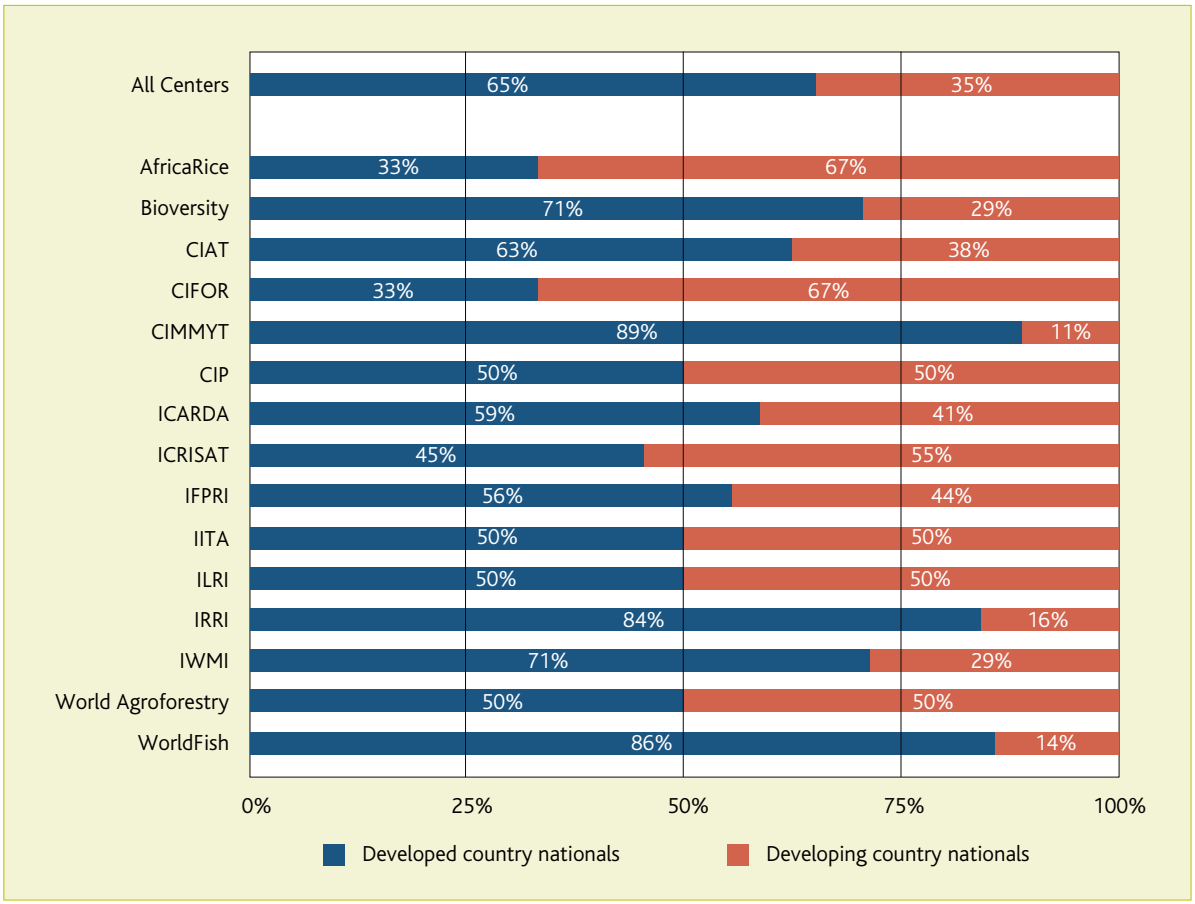
6.7 A full list of Center Management staff by nationality appears in Appendix 5. It shows the countries with the greatest representation among Center Management as USA (25 staff), UK (17 staff), Australia (13 staff) and India (10 staff).

FIGURE 6C Center Management staff group: diversity of nationality within regions and subregions, 2008



6.8 The variation in diversity of nationality across Centers is shown in Figure 6D. At Center Management level, developing country nationals comprised 50 percent or higher in seven Centers, while three Centers had less than 20 percent developing country nationals.

FIGURE 6D: Center Management diversity of nationality: variation across Centers, 2008



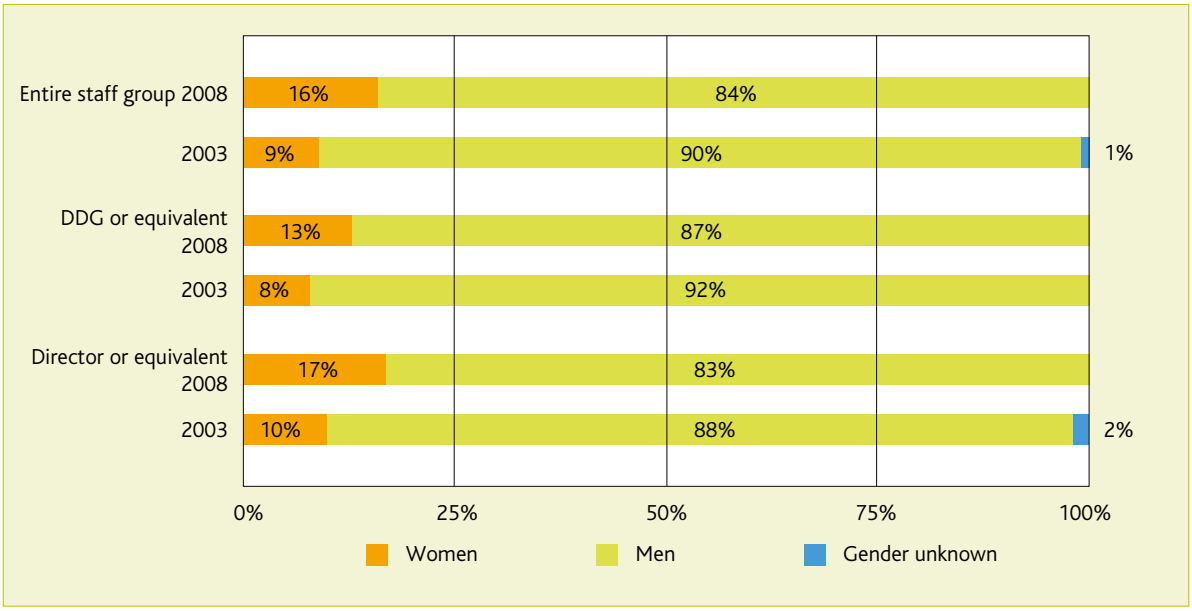
Gender

6.9 In 2008 women filled a modest proportion (16 percent) of Center Management positions. However, this was an increase from 9 percent in 2003. The number of women in Center Management increased from 13 in 2003 to 22 in 2008, or 69 percent.

6.10 There were 31 staff in total at the Deputy Director General or equivalent level. Of these, four (13 percent) were women. While this appears to be a proportional improvement over the 8 percent of these staff positions occupied by women in 2003, in reality, the "improvement" was due to the reduction in the total number of staff at this level.

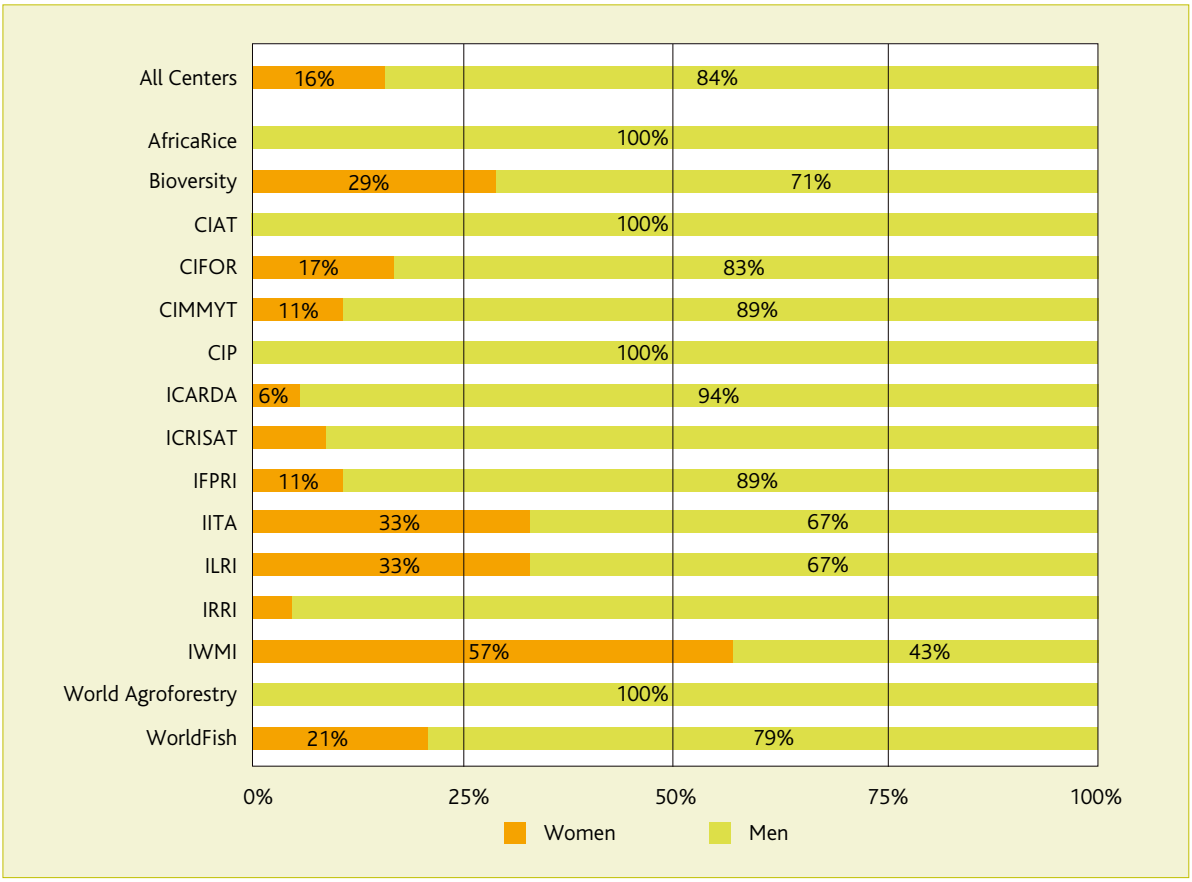
6.11 The situation was considerably different at the Director or equivalent level. Of the 107 staff at this level, 18 (17 percent) were women – double the number in 2003.

FIGURE 6E Center Management staff group: gender balance, 2003–2008



6.12 The gender balance in Center Management across Centers is shown in Figure 6F. At Center Management level, women comprised one-third or higher in three Centers, while four Centers had no women.

FIGURE 6F: Center Management gender balance across Centers, 2008



Gender and diversity of nationality combined

6.13 The number of women and men of developed country and developing country nationalities respectively in Center Management is shown in Figure 6G. In this staff group, the relatively small proportion of women is especially notable, as is the reduction in the number of developing country men since 2003.

FIGURE 6G: Center Management staff group: gender and diversity of nationality, 2003–2008

6.14 Of the four positions at the Deputy Director General or equivalent level held by women, three were developed country nationals and one a developing country national. However, at the Director or equivalent level, of the 18 positions held by women, developed country women held 13 positions, representing almost a doubling since 2003, when developed country women held only 7 positions. Similarly, developing country women held five positions, a substantial improvement over 2003, when they held only two positions at this level.

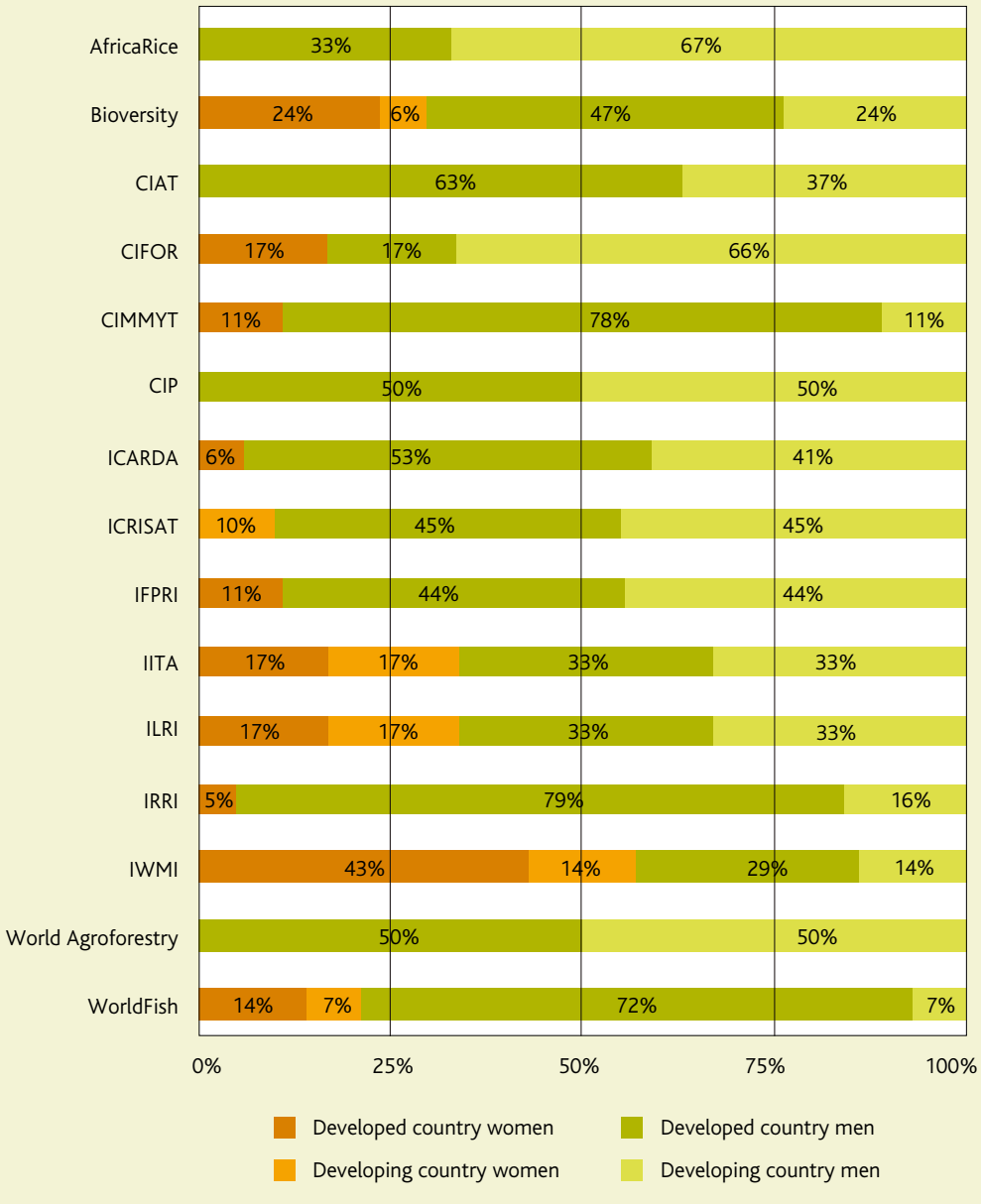
6.15 Despite the overall shrinkage in the Center Management staff group between 2003 and 2008, the number of men who were nationals of developed countries increased slightly, from 68 in 2003 to 74 in 2008. While their numbers at the Deputy Director

General or equivalent level shrank by 9, their numbers at the Director or equivalent level increased by 15.

6.16 This stood in stark contrast to the situation for developing country men. This group shrank from 63 in 2003 to 42 in 2008. A large proportion of this shrinkage was at the Deputy Director General or equivalent level, where the number of developing country men fell from 22 in 2003 to 9 in 2008. The situation was less severe at the Director level, where their numbers fell from 41 in 2003 to 33 in 2008.

6.17 The balance of gender and diversity of nationality within individual Centers is shown in Figure 6H.

FIGURE 6H: Center Management staff group: gender and diversity within Centers, 2008



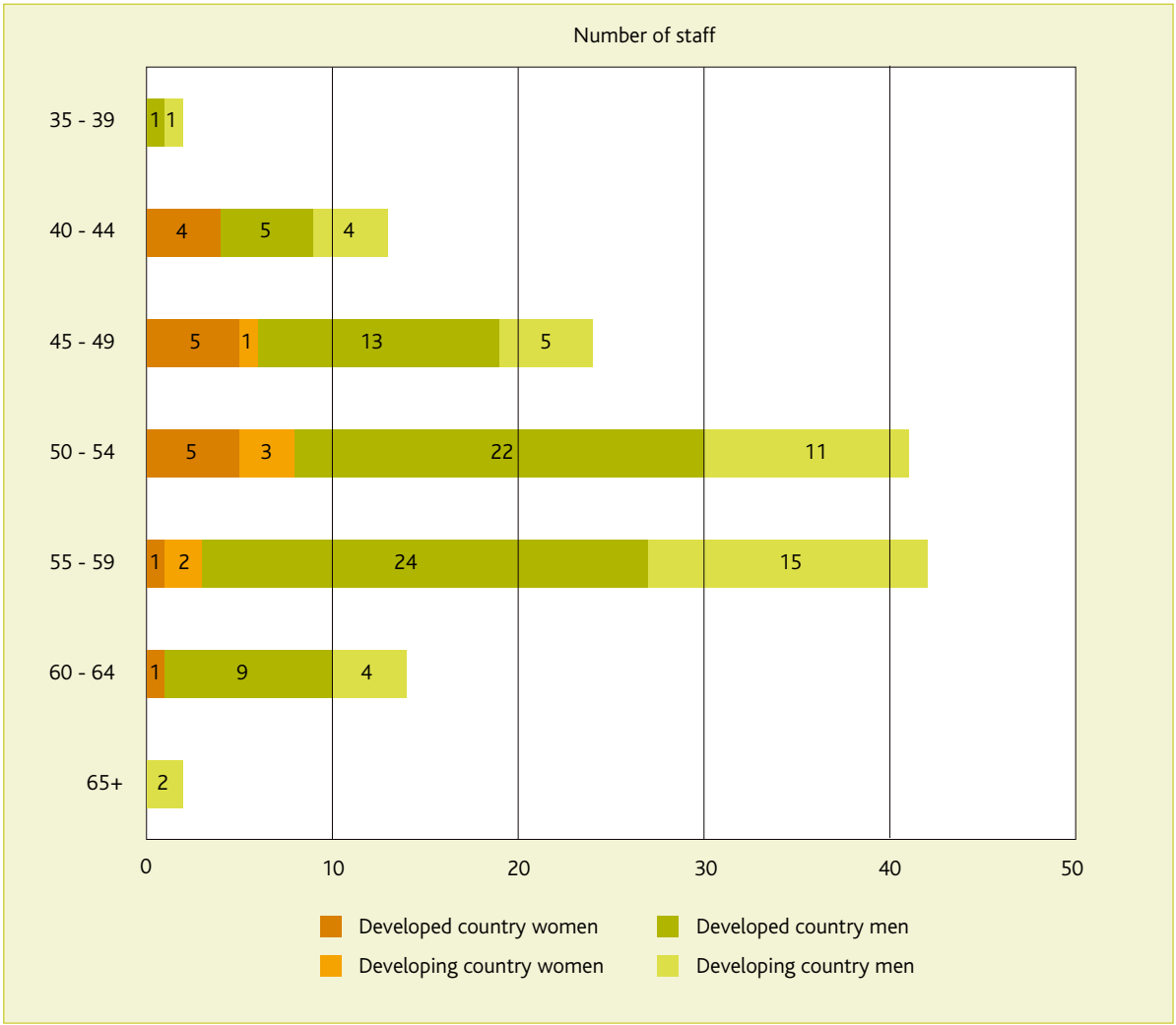
Age profile

6.18 The age profile for the Center Management staff group appears in Figure 6J, which also shows the gender and diversity of nationality composition of each age band. Looking at the age bands for Center Management as a whole finds:

- 2 staff members (1 percent) aged 35–39,
- 13 staff members (9 percent) aged 40–44,
- 24 staff members (17 percent) aged 45–49,
- 41 staff members (30 percent) aged 50–54,
- 42 staff members (30 percent) aged 55–59,
- 14 staff members (10 percent) aged 60–64,
- 2 staff members (1 percent) aged 65 and over.

6.19 Fifteen percent of Center Management staff were within five years of their respective Center's normal retirement age. A further one percent of Center Management, two staff members, were past their Center's normal retirement age.

FIGURE 6J: Center Management: age profile, 2008



Summary

6.20 The Center Management staff group was slightly smaller (138 staff in total) in 2008 than in 2003, with a substantial decrease in the number of staff at the Deputy Director General level and a small increase at the Director level.

6.21 This staff group also had a notable decrease in the number of developing country nationals, from 67 in 2003 to 48 in 2008, and their proportion fell from 46 percent to 35 percent. Notably, 90 percent of those in this staff group completed their highest qualifications at a developed country institution.

6.22 Center Management staff comprised nationals of 40 countries, located across all seven major global regions. The highest proportions of nationals among Center Management were from the USA, UK, Australia and India.

6.23 All Centers had developing country nationals within their Center Management groups. Developing country nationals held 50 percent or more of Center Management positions in seven Centers.

6.24 Women filled 16 percent of Center Management positions in 2008, a substantial increase over the 9 percent in 2003. However, all of the growth was at Director level, where the number of women doubled. There was no growth in the number of women at Deputy Director General level.

6.25 Three Centers had one-third or higher of their Center Management positions filled by women, while four Centers had no women in this staff group. Six Centers had developing country women in their Center Management. The number of developed country men in Center Management increased slightly, but there was a substantial decrease in the number of developing country men.

6.26 Unsurprisingly, the age profile for Center Management peaked in the 50-59 age band. The survey also found 15 percent of those in Center Management were within five years of their respective Center's normal retirement age, while 1 percent had exceeded normal retirement age.

To help deal with uncertainty, an organization needs access to diverse perspectives and assumptions about how to manage. People of different nationalities, for example, often have different assumptions about the root causes of problems and they will also have different ideas of how to solve them.

Diversity gives access to a broader scope of perspectives to help understand and clarify uncertainty. Diversity also helps organizations by combining perspectives in innovative ways, which leads to better decisions.

– MARTHA MAZNEVSKI & KARSTEN JOHSON (IMD)

7 Scientist staff group

7.1 The Scientist staff group is responsible for the core work of CGIAR Centers. Scientists initiate, develop, lead and carry out science projects. They also initiate, develop and sustain partnerships with their Centers' collaborators. All other staff groups exist primarily to provide the Scientists3 with leadership or technical and administrative support. Consequently, the CGIAR must be knowledgeable and informed about the composition of the Scientist staff group.

Overview

7.2 The key details for the Scientist staff group include:

- 1,026 staff – comprising 13 percent of total CGIAR staff,
- 765 (75 percent) employed as IRS, 104 (10 percent) as RRS, and 157 (15 percent) as NRS,
- 653 (64 percent) developing country nationals,
- 271 (26 percent) women.

Classification range for this survey

7.3 This survey used a set of five job classification grades:

- Principal Scientist
- Senior Scientist
- Scientist
- Associate Scientist
- Post-doctoral Fellow.

Although there are no common criteria for classifying Scientists into grades, the first three – Principal Scientist, Senior Scientist and Scientist – are used by most Centers. The Post-doctoral Fellow category is also in common use across the CGIAR. However, while some Centers use one single grade of Associate Scientist, others have more than one grade, and others do not use this grade at all.

7.4 Therefore, Centers were provided with summary classification guidelines for the grades of Principal Scientist, Senior Scientist, Scientist and Associate Scientist, so they could map their Scientist populations into the grades used in this survey.

7.5 In this report, the term "Scientist" refers to both the *staff group as a whole* and the *grade* of Scientist within that staff group. In order to avoid confusion, references to the *grade* of Scientist are made clear in the text.

3 Note: throughout this report, the term "Scientist" is capitalized when it refers to members of the Scientist staff group. There is another staff group – Science Support Professionals (see Chapter 8) – that is also comprised of professionally qualified scientists, but whose functions differ from the Scientist staff group.

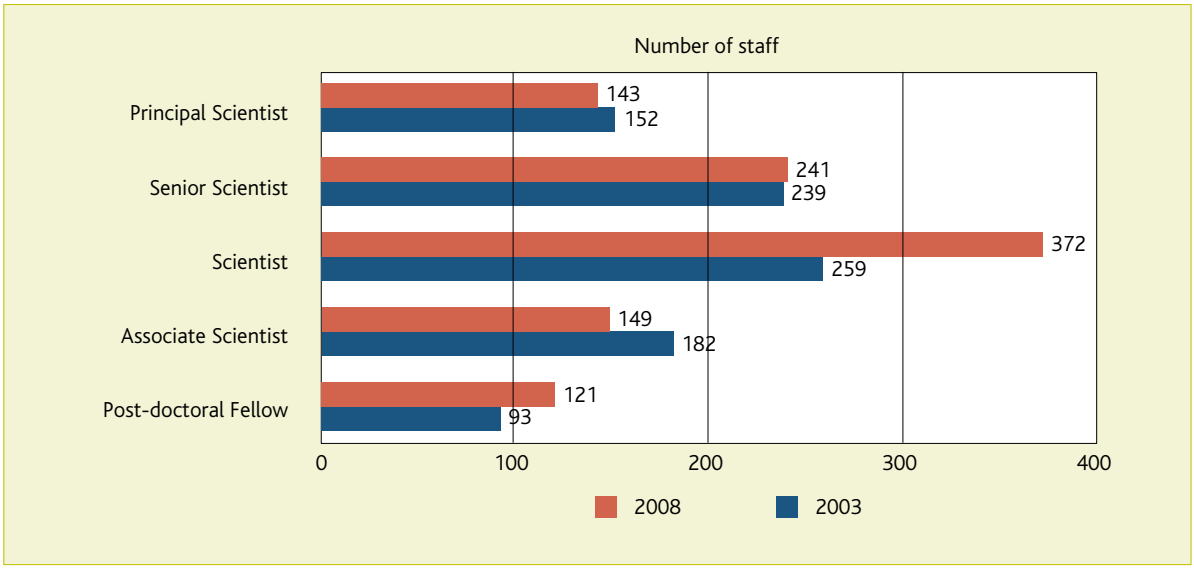
Scientist numbers and grade profile

7.6 The Scientist staff group increased from 925 to 1026 staff (11 percent) between 2003 and 2008. The main increases were:

- Scientist grade – increased by 113 staff members (44 percent) from 259 in 2003 to 372 in 2008,
- Post-doctoral – increased by 28 fellows (30 percent) from 93 in 2003 to 121 in 2008.

The number of Senior Scientists was virtually unchanged, increasing from 239 in 2003 to 241 in 2008 (see Figure 7A).

FIGURE 7A: Scientist staff group: change in grade profile, 2003–2008



7.7 Conversely, the number of Associate Scientists decreased by 33 (18 percent) – from 182 in 2003 to 149 in 2008. There was also a small (6 percent) reduction in the Principal Scientist grade, whose numbers decreased by 9, from 152 in 2003 to 143 in 2008.

7.8 In terms of proportions, the Scientist staff group in 2008 consisted of:

Principal Scientists –14 percent
Senior Scientists – 23 percent
Scientist grade – 36 percent
Associate Scientists – 15 percent
Post-doctoral Fellows –12 percent.

7.9 An examination of staffing changes at Center level (see Table 7.1) shows that nine Centers increased the size of their Scientist populations, five contracted and one remained the same between 2003 and 2008. Note that Table 7.1 does not include the former Center ISNAR, which was subsequently absorbed into IFPRI. ISNAR had 27 Scientists in 2003.

7.10 Some of the growth was quite substantial: 73 percent at IRRI (72 Scientists), 71 percent at IFPRI (34 Scientists – see comment about ISNAR above), 55 percent at both AfricaRice and WorldFish (12 Scientists each), and 50 percent at CIP (16 Scientists). On the other hand, some Centers experienced a reduction, such as IWMI (-38 Scientists or 38 percent) and ICARDA (-21 Scientists or 29 percent).

TABLE 7.1 Scientist staff group: change in grade profile at each Center, 2003–2008

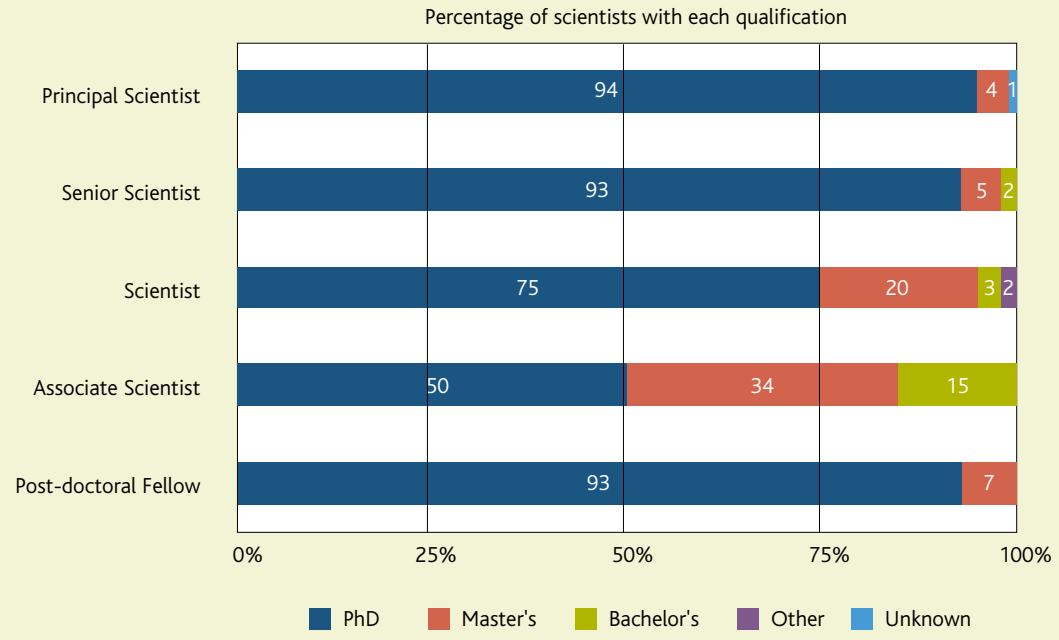
		AfricaRice	Bioversity	CIAT	CIFOR	CIMMYT	CIP	ICARDA	ICRISAT	IFPRI	IITA	ILRI	IRRI	IWMI	World Agroforestry	WorldFish
Principal Scientist	2008	5	1	12	4	18	14	17	36	7	3	4		12	9	1
	2003	2	1	21	11	22	1	16	30	4	2	5		22	10	2
Senior Scientist	2008	7	17	30	5	21	13	13	13	19	26	13	32	16	10	6
	2003	2	21	15	5	28	16	12	28	12	10	14	24	19	14	8
Scientist	2008	18	22	12	28	11	21	15	55	8	33	37	50	25	16	21
	2003	10	28	9	9	26	14	3	6	12	34	26	20	41	12	8
Associate Scientist	2008		10	4		10		7		20		16	64		18	
	2003	2	10	15	7	8	1	38	5	13	6	11	40	5	15	2
Post-doctoral Fellow	2008	4		6	4	18			1	28	4	12	25	10	3	6
	2003	1		6	3	11		4	4	7	8	11	15	14	5	2
Total	2008	34	50	64	41	78	48	52	105	82	66	82	171	63	56	34
	2003	17	60	66	35	95	32	73	73	48	60	67	99	101	56	22

Academic qualifications

7.11 The majority of CGIAR Scientists (80 percent) held PhD degrees. Another 15 percent held master's degrees as their highest academic qualification. From Associate Scientist to Senior Scientist, the higher the grade, the higher the proportion of scientists with PhDs, as shown in Figure 7B.

7.12 There was little difference between Senior and Principal Scientists in terms of the proportions of staff with PhDs (93 and 94 percent respectively). However, only 50 percent of Associate Scientists held PhDs.

FIGURE 7B: Scientist staff group: highest academic qualification, 2008



7.13 Of the 825 Scientists holding PhDs, 605 (73 percent) acquired those qualifications from institutions based in developed countries. A further 214 held PhDs from institutions based in developing countries, while there were no records of institution location for the remaining 6 Scientists. Twenty-eight percent of the Scientists had completed their PhDs in the USA. Other countries in the top 10 were India and the UK (11 percent each), Germany (8 percent), the Netherlands and France (5 percent each), Australia (4 percent), Nigeria (3 percent), and Canada and Japan (2 percent each).

7.14 Of the 152 Scientists holding master's degrees, 61 (40 percent) had completed those qualifications at institutions based in developing countries.

7.15 The median age at which CGIAR Scientists completed their PhDs was 33. For those whose highest degree was a master's degree, the median age at completion was 28.

7.16 This survey also collected basic information about the discipline areas[4] in which CGIAR Scientists acquired their highest qualifications. This is summarized in Figure 7C below. The great majority of Scientists in the CGIAR had their highest qualifications either in natural sciences (70 percent) or social sciences (22 percent). A more detailed breakdown of qualifications within each Center appears in Table 7.2.

4 Note: records of discipline were unavailable for 22 staff.

FIGURE 7C: Scientist staff group: discipline areas of Scientists' highest qualifications, 2008

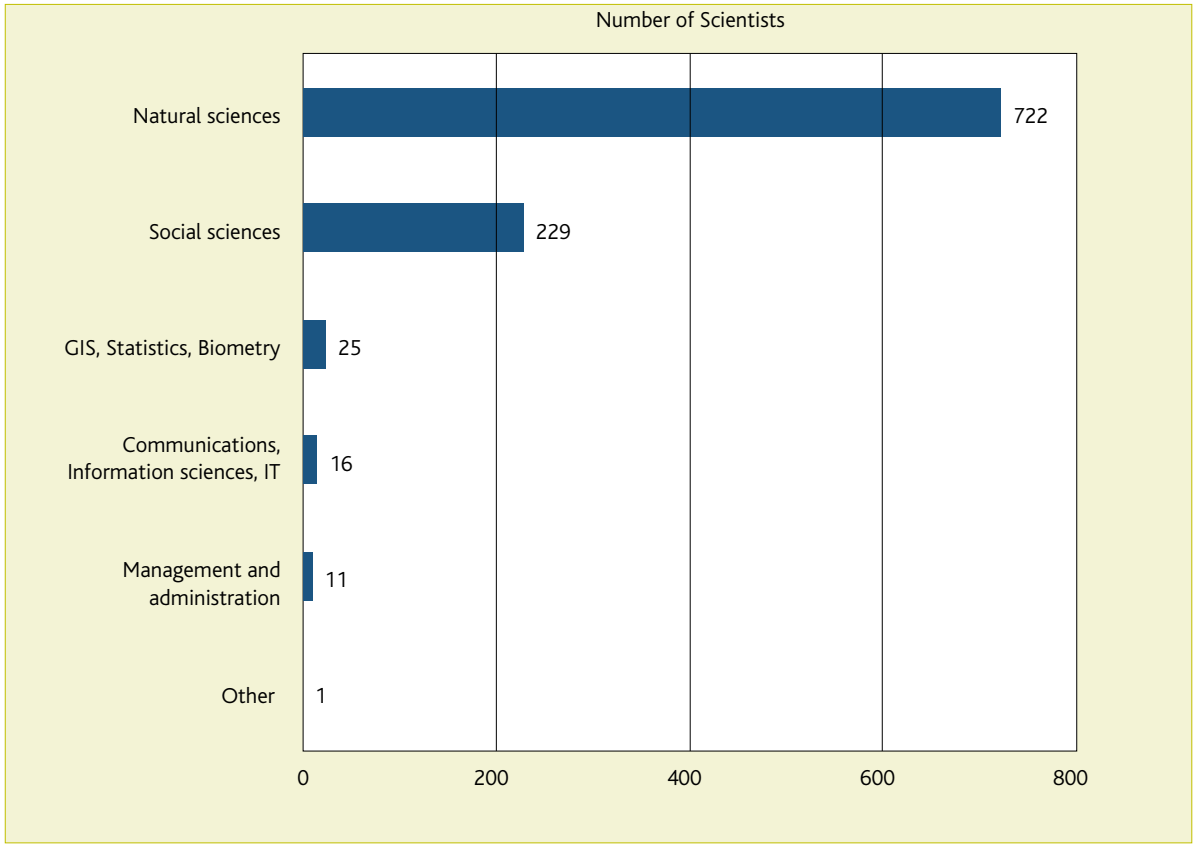


TABLE 7.2 Scientist staff group: discipline areas of Scientists' highest qualifications, within Centers, 2008

	AfricaRice	Bioversity	CIAT	CIFOR	CIMMYT	CIP	ICARDA	ICRISAT	IFPRI	IITA	ILRI	IRRI	IWMI	World Agroforestry	WorldFish
Natural sciences	27	42	51	24	67	40	44	84		57	51	132	42	34	27
Social sciences	1	4	9	16	8	5	7	13	81	9	28	14	15	15	4
GIS, Statistics, Biometry					3		1	6			2	5	5	2	1
Communications, Information sciences, IT		2	3			2						7		2	
Management and administration		2	1	1		1		1			1	1	1	1	1
Other												1			
Records unavailable	6							1	1			11		2	1

Diversity of nationality

7.17 Overall, 36 percent of CGIAR Scientists were from developed countries and 64 percent from developing countries. This was a marked change from the 2003 survey, when only 58 percent of the Scientist staff group were developing country nationals.

7.18 As mentioned earlier in this chapter, between 2003 and 2008, the Scientist staff group increased in size by 11 percent, from 925 to 1026. During this same period, the number of developed country nationals fell by 3 percent, from 386 to 373, while the number of developing country nationals rose by 23 percent, from 533 to 653.

7.19 The number of men and women Scientists from each major geographic region and subregion is presented in Figure 7D. It shows the regions sourcing the greatest numbers of men Scientists were Asia (251), sub-Saharan Africa (190) and Europe (161). The same regions sourced the greatest numbers of women Scientists, although in slightly different order: Asia (113), Europe (68) and sub-Saharan Africa (41).

7.20 By subregion, the greatest numbers of men Scientists were nationals of countries in Western Europe (157), South Asia (124) and East Africa (90). The greatest numbers of women Scientists were nationals of countries in Southeast Asia (73), Western Europe (67) and South Asia (32).

7.21 A comprehensive summary of Scientists by nationality, presented in Appendix 6, allows the identification of the top ten countries and the number of Scientists from those countries. These were: India (116), the Philippines (112), the United States (76), Germany (51), the UK (48), Kenya (44), France (31), Ethiopia (29), Belgium (28), and China (27).

7.22 The diversity of nationality across the various grades within the Scientist staff group is shown in Figure 7E. The proportion of developing country nationals increased at almost every grade in the Scientist staff group since 2003. However, from Associate Scientist up to Senior Scientist, the higher the grade, the smaller the proportion of developing country nationals in 2008. There was virtually no difference between the proportions at Senior Scientist and Principal Scientist grade. Nevertheless, developing country nationals comprised the majority at each grade.

7.23 The percentage change in the number of developing country nationals at each grade during this period varied considerably (see Figure 7F). There was only one less developing country national at Principal Scientist grade, despite an overall reduction of 9 (6 percent) in the total number of staff at this grade. There was no change in the number of developing country nationals at Senior Scientist grade.

7.24 The number of developing country nationals at Scientist grade increased by 115 (83 percent), from 139 to 254, in the context of the overall increase of 113 staff at this grade[5]. Conversely the number of developing country nationals at Associate Scientist level decreased by 17 (13 percent), from 131 to 114, in the context of an overall reduction of 33 staff at this grade.

7.25 The number of developing country Post-doctoral Fellows increased by 23 (42 percent), from 55 to 78, in the context of an overall increase of 28 staff (30 percent) at this grade.

5 In 2003 there were two "nationality unknown" staff, but none in 2008, so the net increase in the number of staff at the Scientist grade was only 113.

FIGURE 7D: Scientist staff group: diversity of nationality of Scientists by regions and subregions, 2008

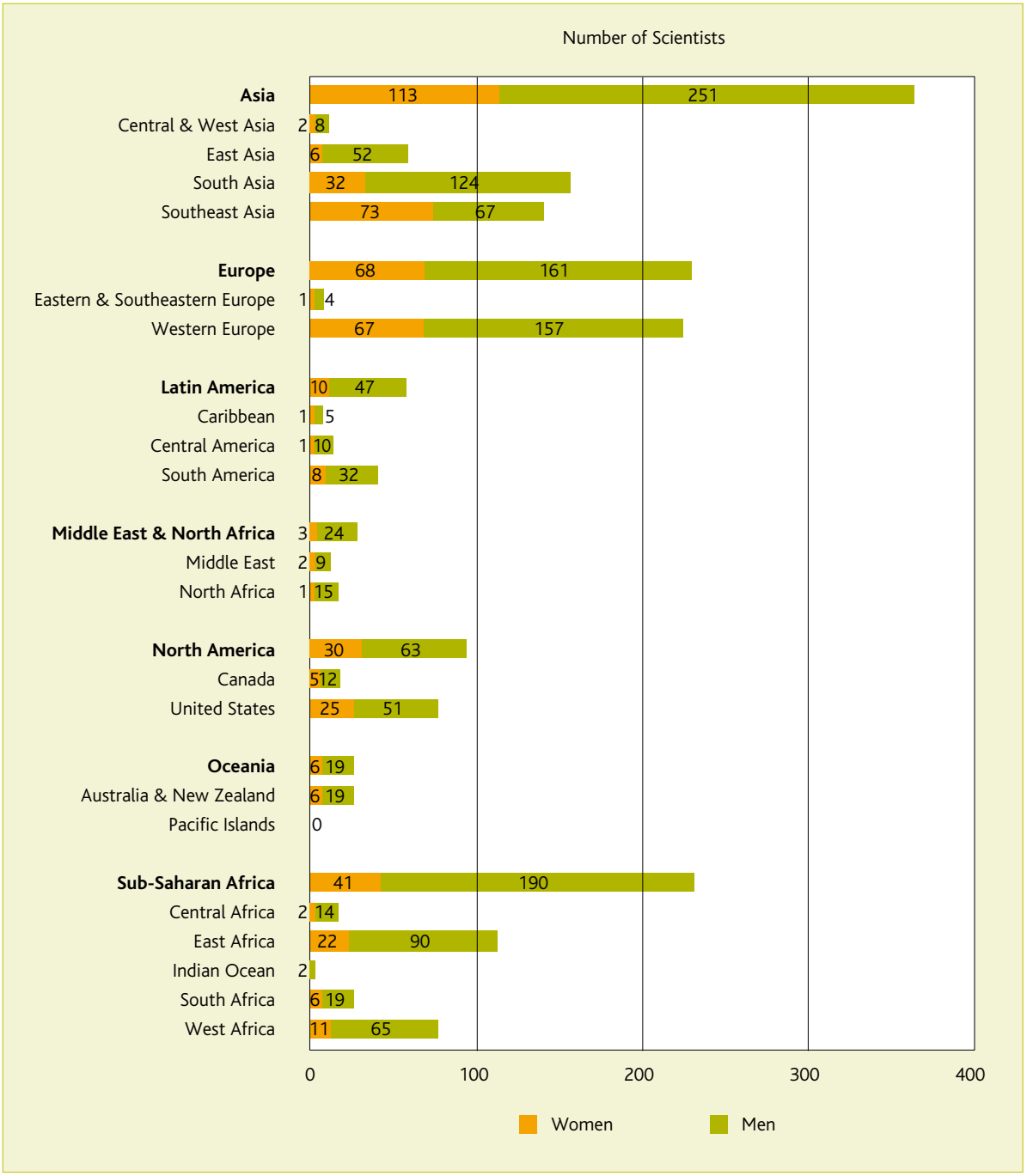


FIGURE 7E: Scientist staff group: nationality of Scientists by grades, 2003–2008

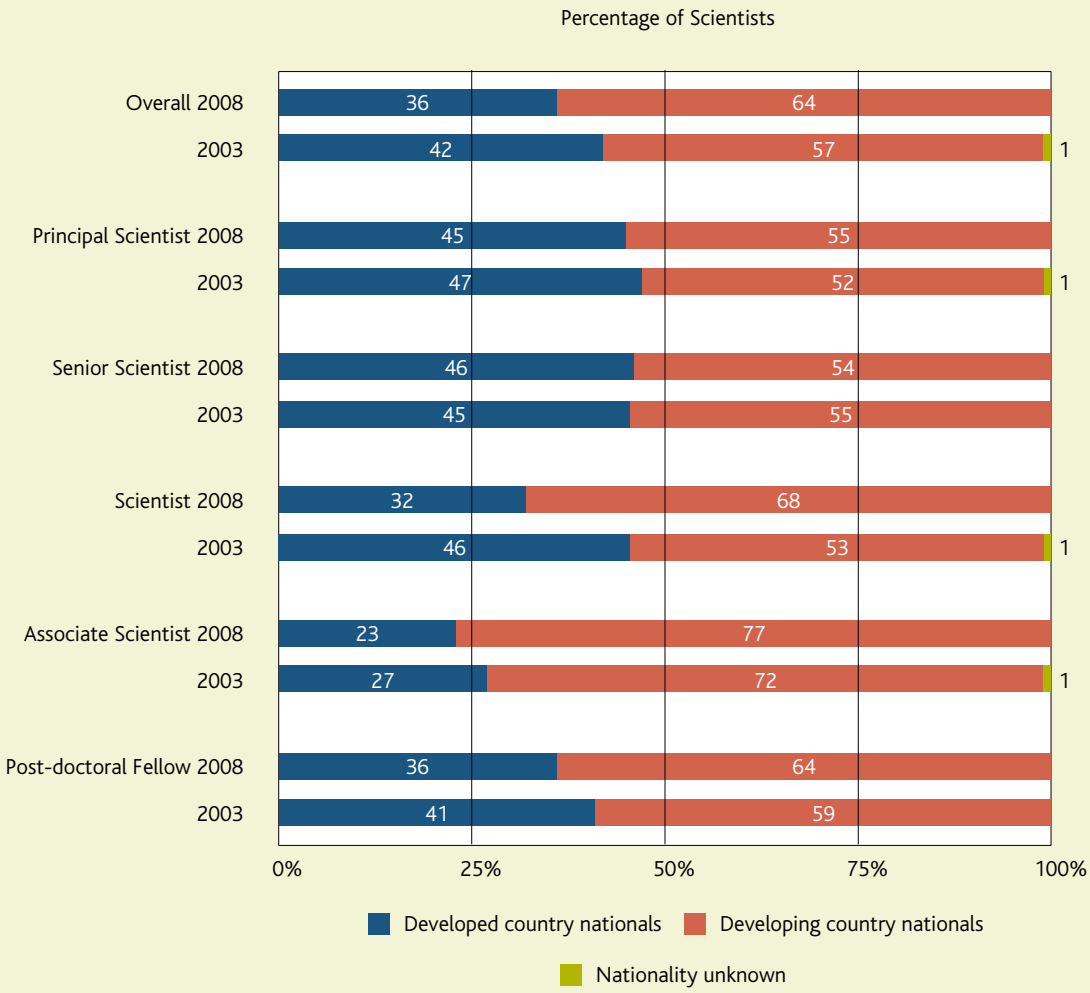
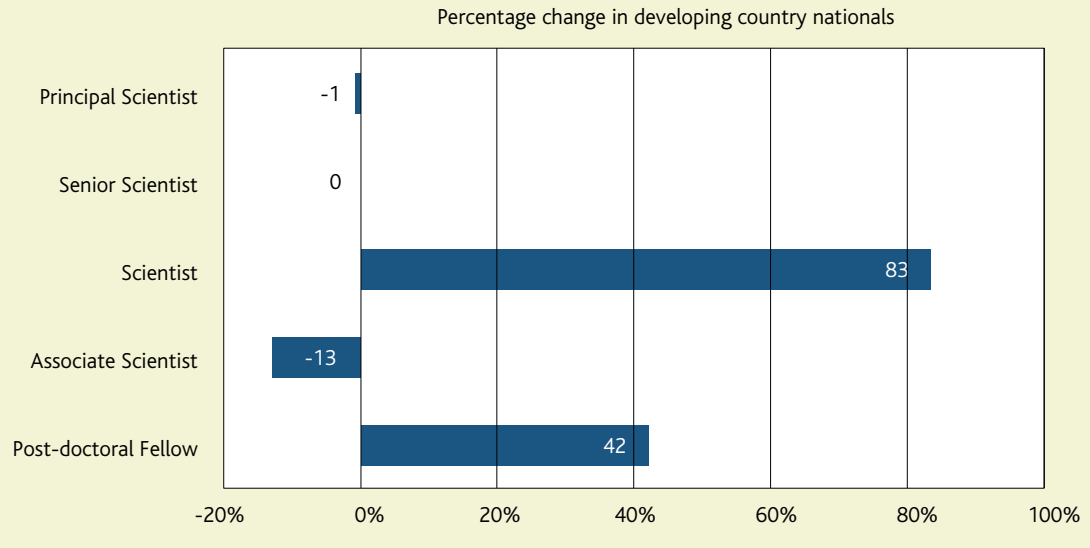


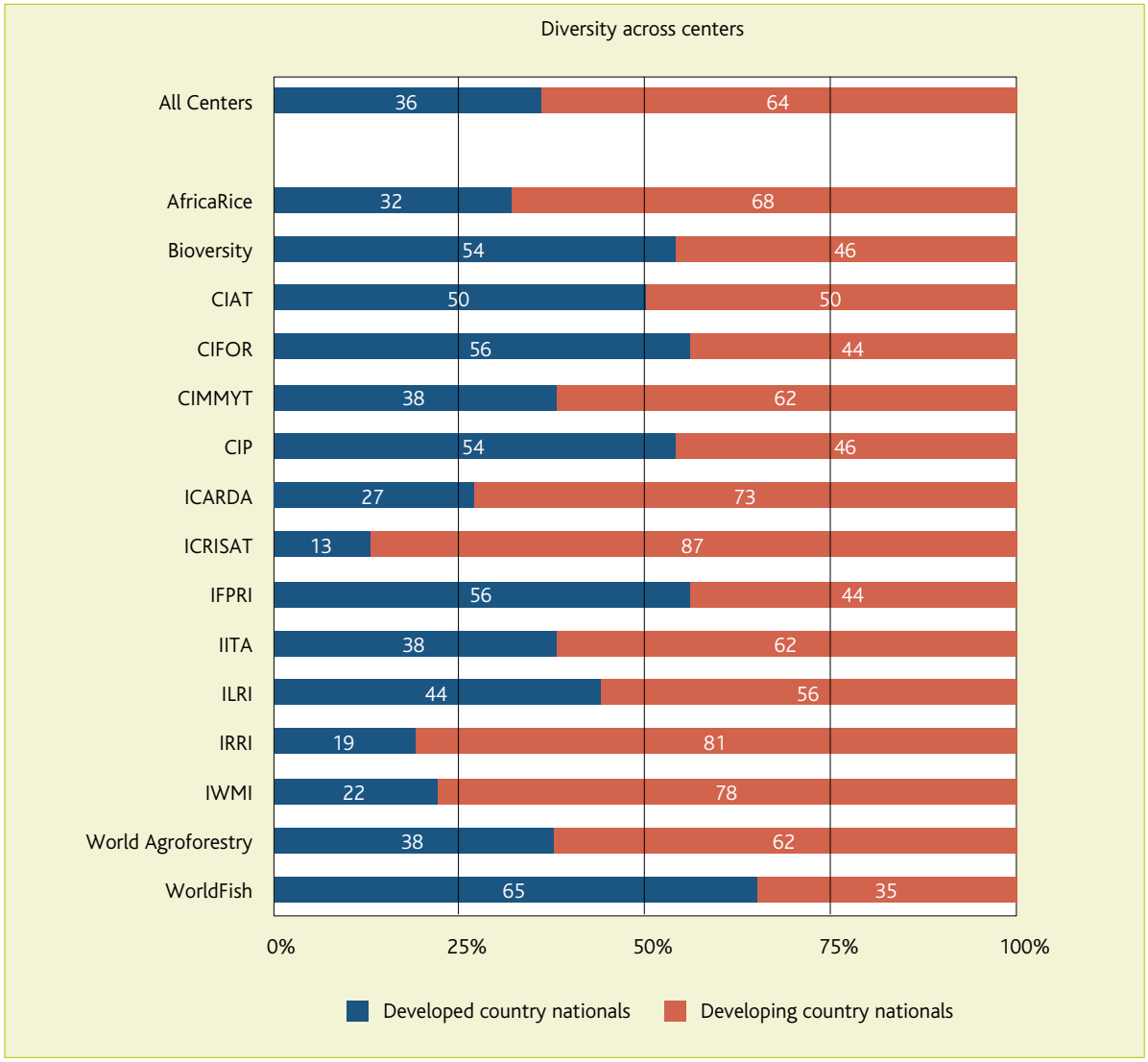
FIGURE 7F: Scientist staff group: percentage change in developing country nationals, 2003–2008



Diversity of nationality across Centers

7.26 The diversity of nationality within the Scientist staff group varies from Center to Center, as shown in Figure 7G. The proportion of developing country nationals averaged 64 percent across all Centers. In 10 Centers, developing country nationals comprised 50 percent or higher of their Centers' Scientist staff groups.

FIGURE 7G: Scientist staff group: diversity of nationality across Centers, 2008



7.27 Figure 7H provides more insight into diversity of nationality within the Scientist staff group, illustrating the change in the proportion of developing country nationals between 2003 and 2008 for each Center. It shows that the proportion of developing country nationals increased in ten Centers and decreased in five.

7.28 Figure 7J shows the number of developing country nationals among scientists in each Center between 2003 and 2008. Some Centers increased the number of developing country nationals, most notably IRRI, which increased by 63 (83 percent), and ICRISAT, which increased by 33 (57 percent).

FIGURE 7H: Scientist staff group: diversity of nationality across Centers, 2003–2008

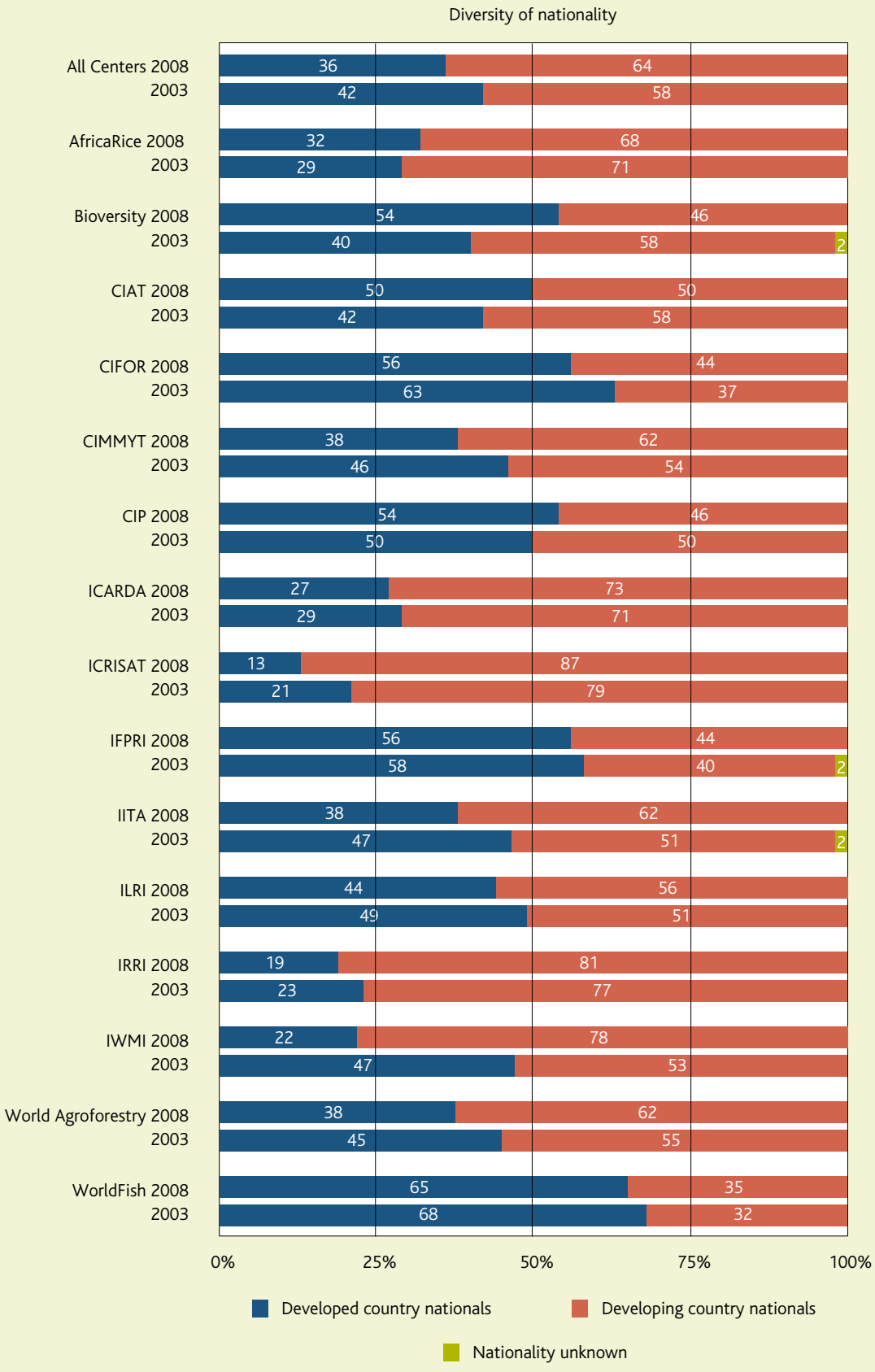
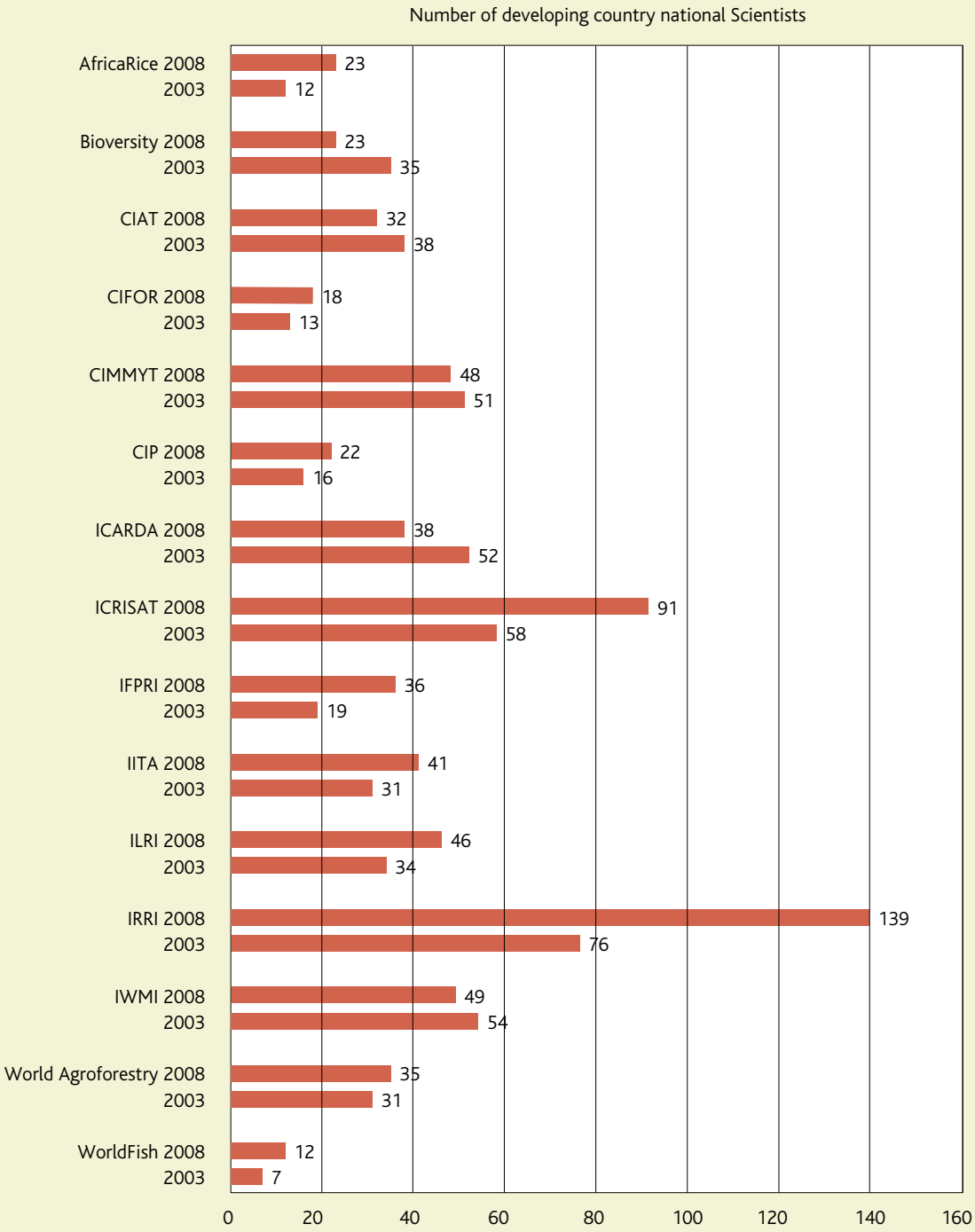


FIGURE 7J: Scientist staff group: number of developing country nationals within Centers, 2003–2008



7.29 Other notable increases occurred in IFPRI, which increased its number of developing country nationals by 17 (89 percent), and ILRI, which increased by 12 (35 percent). Even though the overall proportion decreased by 3 percent, AfricaRice increased its number of developing country nationals by 11 (92 percent). IITA increased its number of developing country nationals by 10 (32 percent).

7.30 Decreases in the number of developing country nationals were recorded at five Centers. At Bioversity the number fell by 12, and the proportion of developing country nationals in the Scientist staff group fell from 58 to 46 percent. Although the overall proportion of developing country nationals in CIMMYT increased, the number decreased by three (6 percent). Similarly, in the context of a reduction of 21 scientists in ICARDA between 2003 and 2008, its overall proportion of developing country nationals increased, even though the number decreased by 14 (27 percent).

7.31 IWMI was also affected by a significant reduction in the number of its Scientists, from 101 in 2003 to 63 in 2008 (-38 percent). Although its number of developing country nationals decreased by 5 (10 percent), its proportion of developing country nationals increased from 53 percent to 78 percent.

Gender

7.32 Overall, 26 percent of CGIAR Scientists were women and 74 percent were men. This represented a marked change since 2003, when less than 20 percent of Scientists were women. The Scientist population increased from 925 in 2003 to 1026 in 2008, specifically:

- the number of women Scientists in Centers increased by 89 (49 percent), from 182 to 271, and
- the number of men Scientists increased by 15 (2 percent), from 740 to 755.

7.33 The gender balance across the various grades within the Scientist staff group is shown in Figure 7K. It is notable that the proportion of women Scientists increased *at every grade* in the Scientist staff group since 2003.

7.34 The following lists the 2003 to 2008 changes on a grade-by-grade basis:

Principal Scientist: the number of women rose by 6, from 10 to 16 (60 percent), despite an overall staff reduction of 9 (6 percent) at this grade.

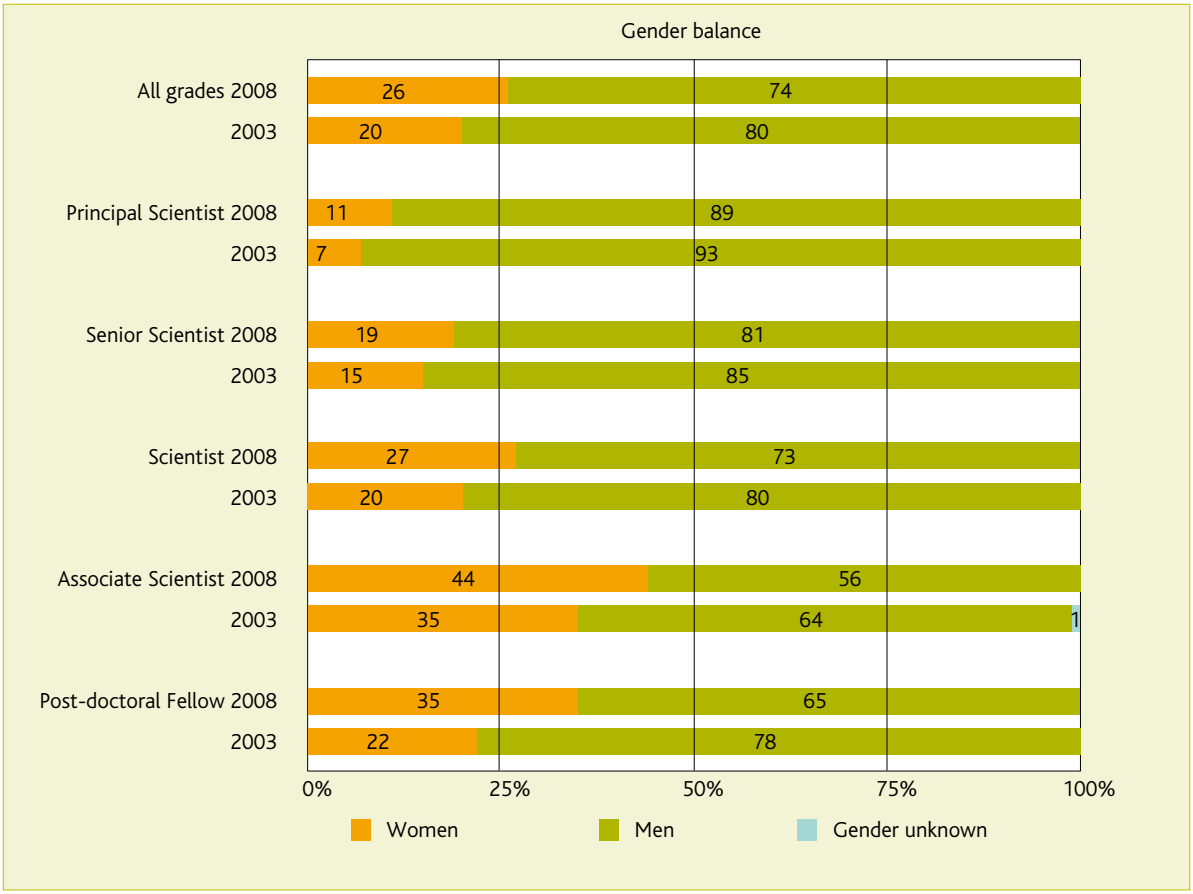
Senior Scientist: the number of women rose by 11, from 35 to 46 (31 percent) in the context of an increase of 2 staff (1 percent) at this grade.

Scientist: the number of women rose by 48, from 53 to 101 (91 percent), in the context of an increase of 113 staff (44 percent) at this grade.

Associate Scientist: the number of women rose by 2, from 64 to 66 (3 percent), despite a reduction of 33 staff (18 percent) at this grade.

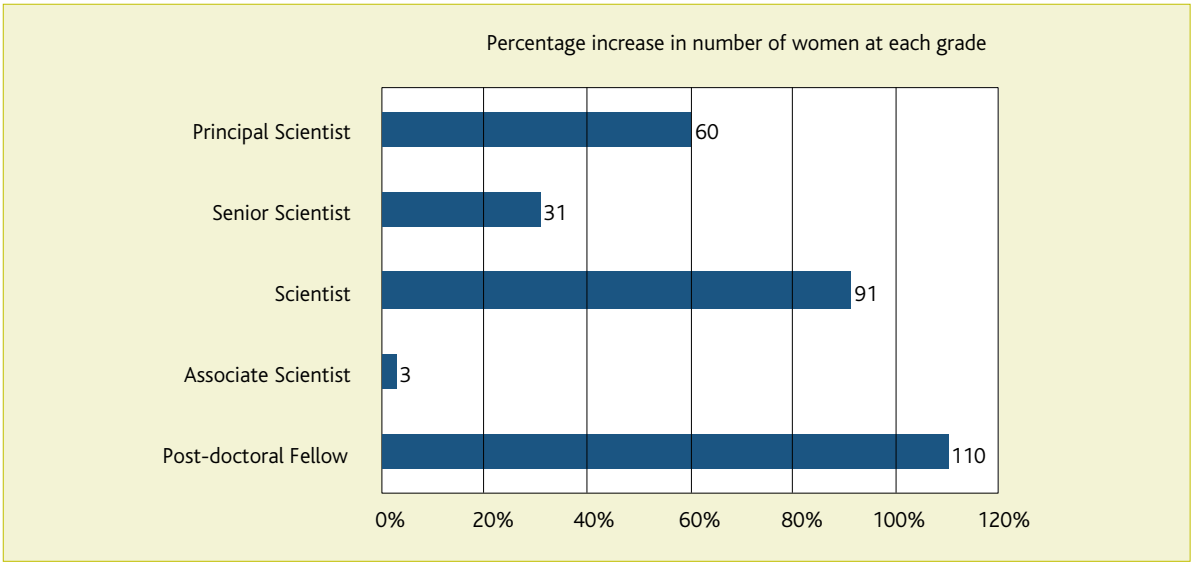
Post-doctoral Fellows: the number of women rose by 22, from 20 to 42, an increase of 110 percent, in the context of an increase of 28 staff (30 percent) at this grade.

FIGURE 7K: Scientist staff group: gender balance by grades, 2003–2008



7.35 The percentage increase in the number of women Scientists at each grade during this period is remarkable (see Figure 7L). With the exception of a modest increase at the Associate Scientist grade, which occurred in the context of an 18 percent reduction in total staff at this grade, the increases ranged from 31 to 110 percent.

FIGURE 7L: Increase in number of women Scientists, 2003–2008

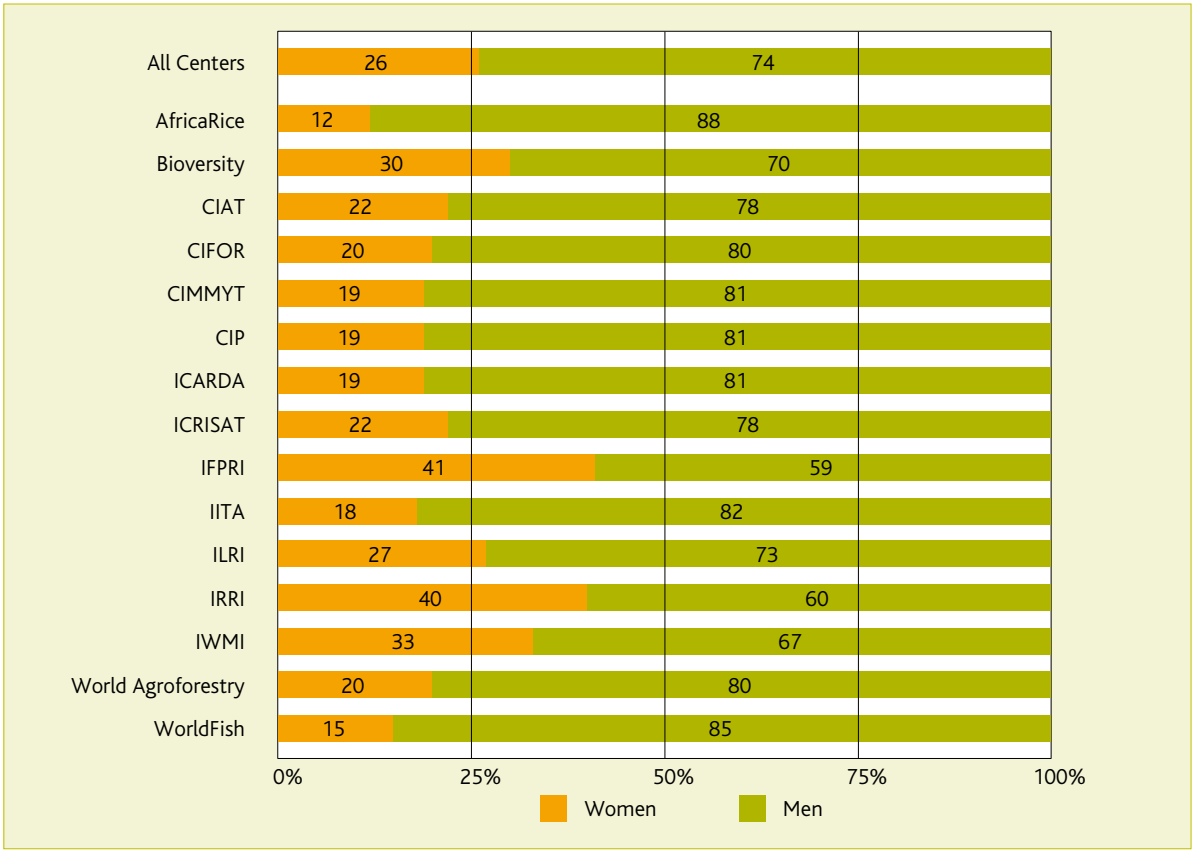


7.36 Notwithstanding these increases in the number of women Scientists at each grade, it is notable from Figure 7K that the higher the grade, the smaller the proportion of women. At the Associate Scientist grade, women held 44 percent of positions but this percentage decreased to 27 percent at Scientist grade, to 19 percent at Senior Scientist, and then to 11 percent at Principal Scientist grade.

Gender balance across Centers

7.37 The gender balance of the Scientist staff group also varied from Center to Center, as shown in Figure 7M. Five Centers – Bioversity, IFPRI, ILRI, IRRI and IWMI – had a proportion of women Scientists higher than the CGIAR average (26 percent).

FIGURE 7M: Scientist staff group: gender balance across Centers, 2008



7.38 More insight into women staffing in the Scientist staff group is provided in Figure 7N, which shows the 2003–2008 gender balance for each Center. The proportion of women Scientists increased at every Center except one, CIFOR, where the proportion of women Scientists remained unchanged.

7.39 In reviewing the change in the number of women Scientists in each Center between 2003 and 2008 (Figure 7P), several situations emerge. Some Centers had a substantial increase in the number of women Scientists, most notably IRRI, which increased its number of women Scientists by 36 (113 percent), and IFPRI, where the number increased by 21 (162 percent).

FIGURE 7N: Scientist staff group: gender balance within Centers, 2003–2008

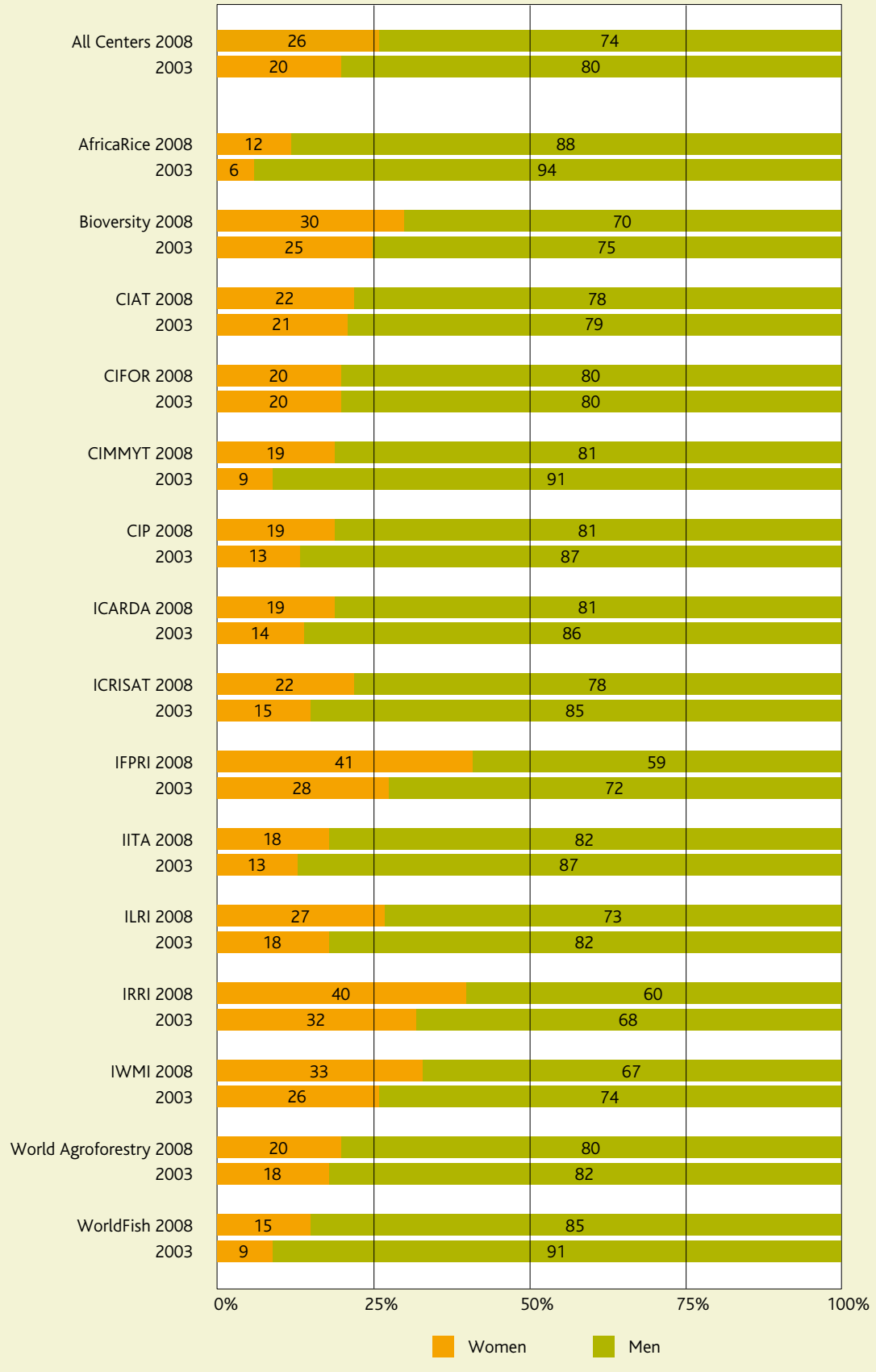
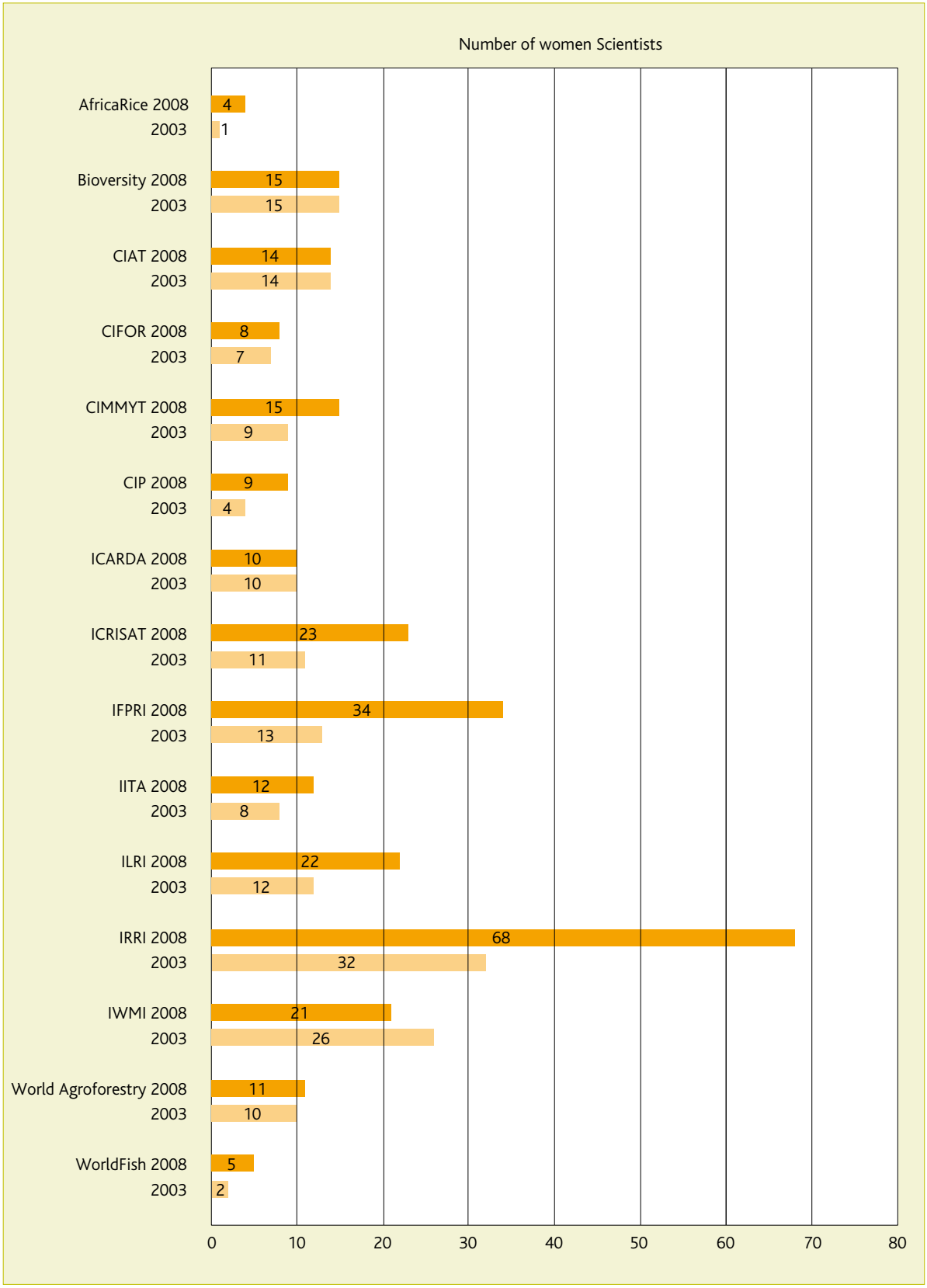


FIGURE 7P: Scientist staff group: number of women Scientists within Centers, 2003–2008



Gender and diversity of nationality combined

7.40 Figure 7Q presents the proportionate representation for all Centers and also for each Center individually, within the gender/diversity groups of:

- women who were developed country nationals,
- women who were developing country nationals,
- men who were developed country nationals,
- men who were developing country nationals.

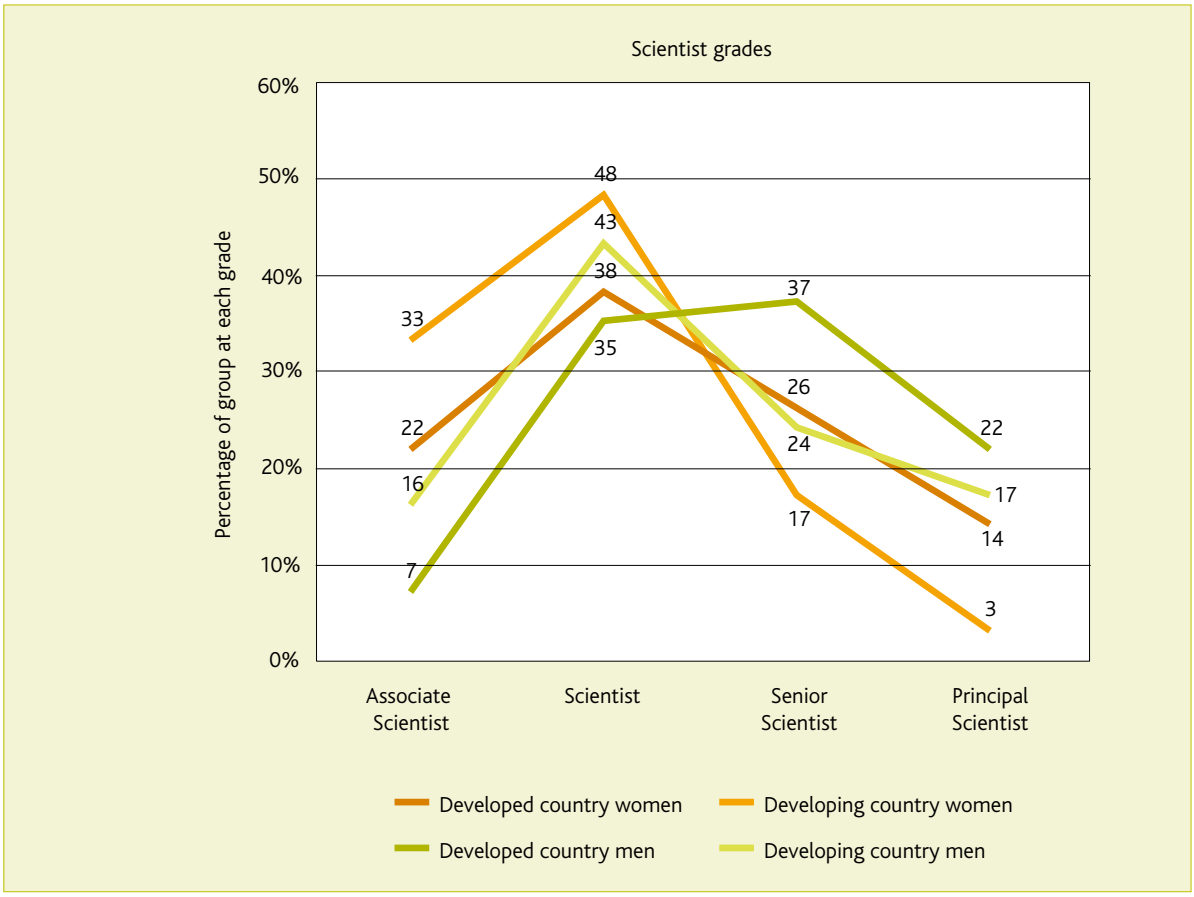
FIGURE 7Q: Scientist staff group: gender and diversity of nationality balance, 2008

7.41 To provide more insight into the gender and diversity of nationality balance among Scientists, this survey also compares the relative proportions of developed and developing country women and men within each grade in the Scientist staff group. This exercise excluded Post-doctoral Fellows; they are discussed separately, later in this chapter.

7.42 Figure 7R presents the proportionate representation of each grade – from Associate Scientist to Principal Scientist – within the gender/diversity groups of:

- women who were developed country nationals,
- women who were developing country nationals,
- men who were developed country nationals,
- men who were developing country nationals.

FIGURE 7R: Proportions of gender/diversity groups at each grade



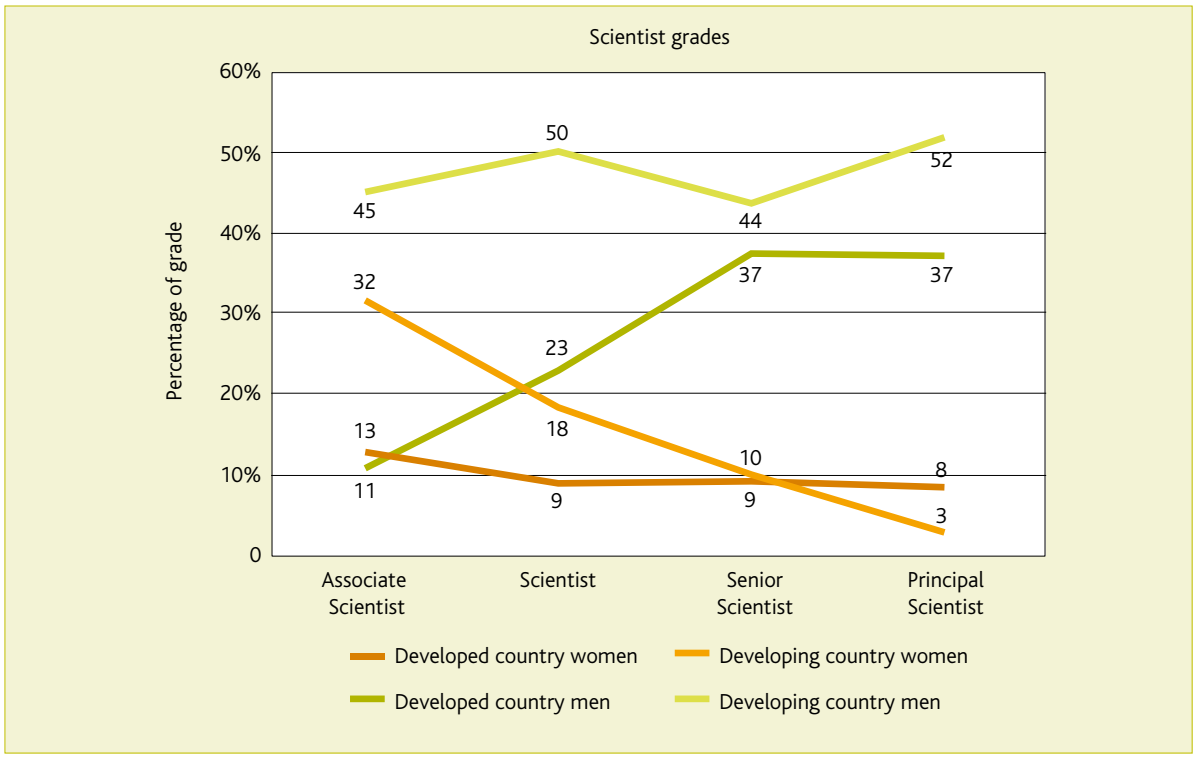
7.43 As shown in Figure 7R, 48 percent of developing country women were at Scientist grade, but only 3 percent at Principal Scientist. However, looking specifically at developed country women Scientists found 38 percent at Scientist grade and 14 percent at Principal Scientist grade.

7.44 The proportion of developing country men Scientists at Scientist grade (43 percent) was similar to that of developing country women Scientists. However, in sharp contrast, 17 percent of these men Scientists were at Principal Scientist grade – almost 6 times the corresponding proportion for developing country women Scientists.

7.45 In contrast to the three other categories, the proportion of developed country men Scientists was slightly greater at Senior Scientist grade than at Scientist grade. In the three other categories, the proportion at Senior Scientist fell away sharply from Scientist grade.

7.46 Another perspective of this issue is presented in Figure 7S, which shows the percentage of each grade occupied by women and men from developed and developing countries respectively.

FIGURE 7S: Proportions of Scientist grades filled by each gender/diversity group



7.47 As is evident from Figure 7S, developing country men consistently represented the highest proportion of every grade. Developed country men had their lowest representation at the two most junior grades and their highest representation at the two most senior grades.

7.48 Developed country women were represented fairly evenly at each grade, but in small proportions. However developing country women had the highest representation in the lowest grades and lowest representation in the highest grades.

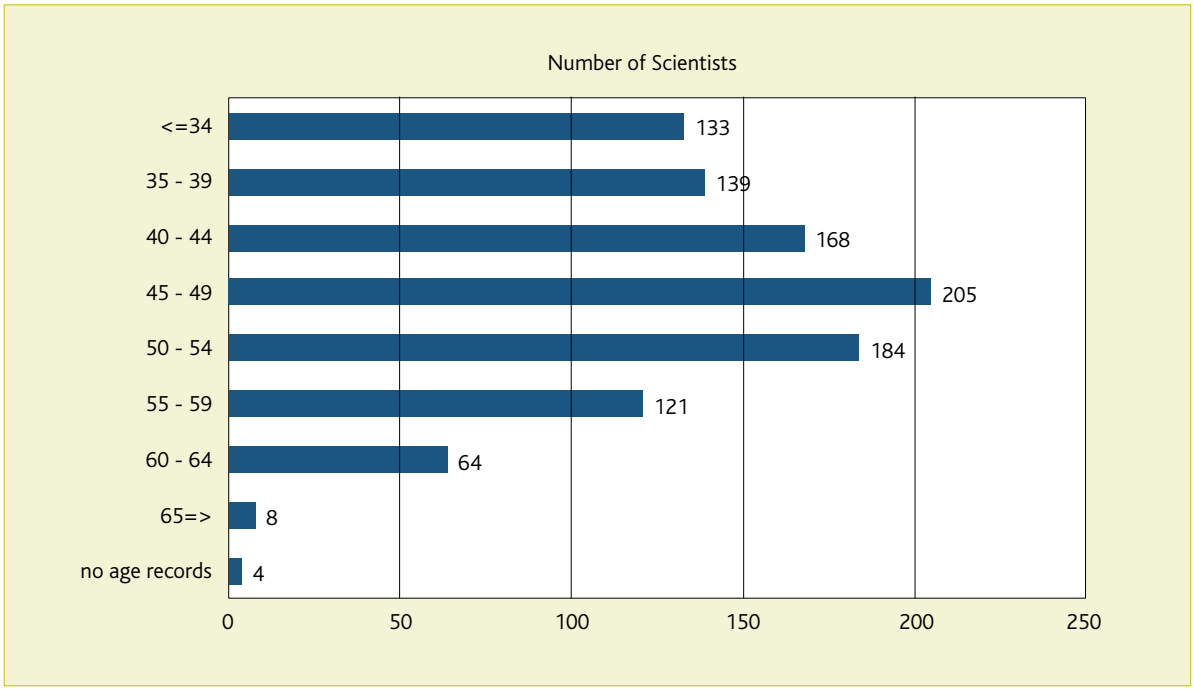
Age profile

7.49 The overall age profile for the Scientist staff group appears in Figure 7T. The proportion of Scientists in each age range was fairly even up to the 55-59 age range, with between 12 percent and 20 percent of Scientists in each age range. The sharp reduction from age 60 reflects typical retirement patterns.

7.50 Normal retirement age varies from Center to Center. Three Centers have set retirement age at 60, one at 62, and ten have set 65. The remaining Center has no mandated retirement age. In many cases, employment can be extended beyond the

normal retirement age by the Director General or Board. Against this background, approximately 8 percent of Scientists were within five years of their Center's normal retirement age. Another 3 percent had exceeded their Center's normal retirement age.

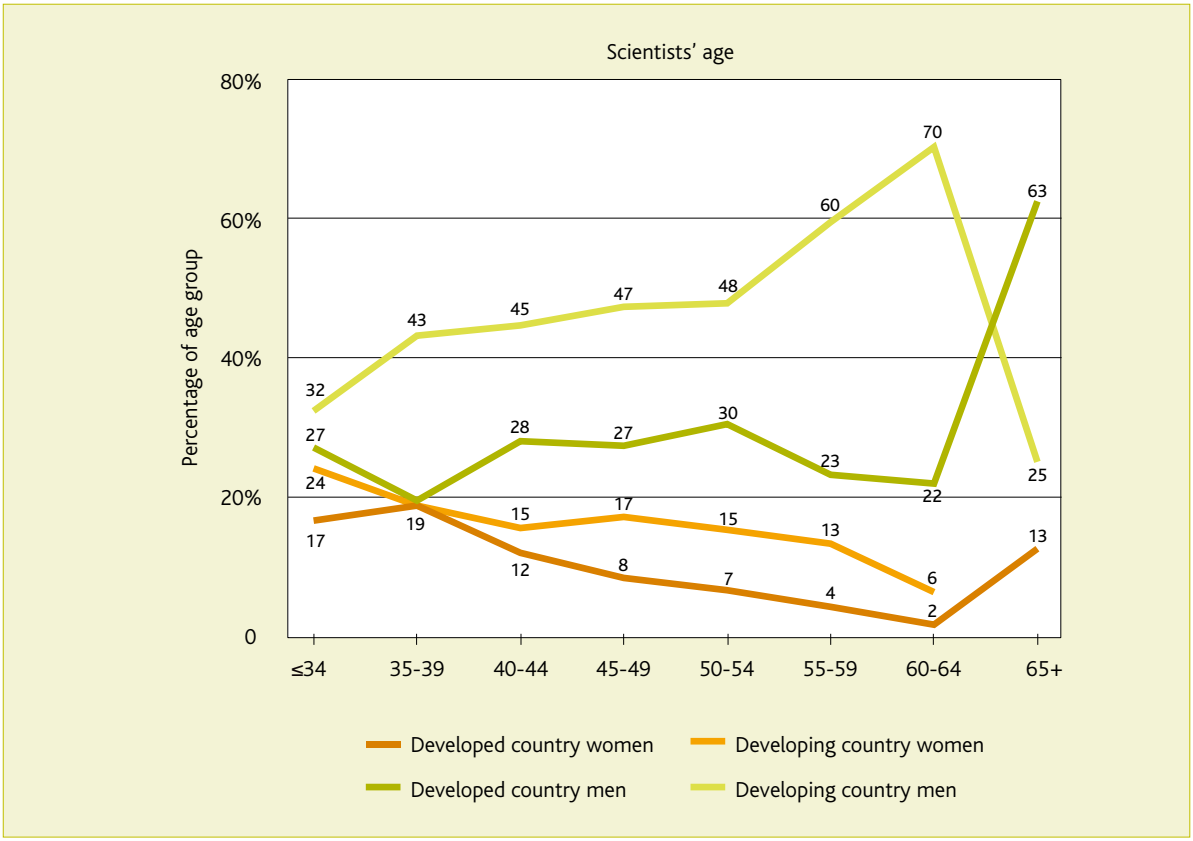
FIGURE 7T: Scientist staff group: age profile, 2008



7.51 An examination of the relative proportion of women and men nationals of developed and developing countries respectively gives more insight into the age profile. As Figure 7U shows, developing country men formed the highest proportion of the four gender/diversity groups up to age 64. They were fairly evenly represented across the age bands in the 35–54 year range and formed by far the highest proportions in the 55–64 year range.

7.52 Developed country men were fairly evenly represented across all age bands up to age 64, with the only notable reduction in the 35–39 year range. However, they formed by far the highest proportion of the four gender/diversity groups at age 65 and above. The representation of women from both developed and developing countries fell away progressively from the 35–39 age band, with developed country women forming the smallest proportion of every age band from 40 to 64 years.

FIGURE 7U: Scientist staff group: age profile in terms of diversity of nationality and gender, 2008



Employment Conditions

7.53 The majority of Scientists (75 percent) were employed under internationally recruited (IRS) employment conditions. Another 10 percent were employed under regionally recruited (RRS) employment conditions and the remaining 15 percent under nationally recruited (NRS) employment conditions. The change across employment conditions (Figure 7V) shows that from 2003 to 2008, IRS employment decreased by 7 percent while RRS employment increased by the same percentage.

7.54 The balance of IRS/RRS/NRS changed from grade to grade (see Figure 7W). At Principal Scientist grade, 90 percent of Scientists were employed as IRS and the remaining 10 percent as RRS. At Associate Scientist grade, 46 percent were employed as IRS, 4 percent were employed as RRS and 50 percent as NRS. A summary of Scientists' grades, gender, diversity of nationality and employment conditions appears in Appendix 7.

FIGURE 7V: Scientist staff group: employment conditions, 2003–2008

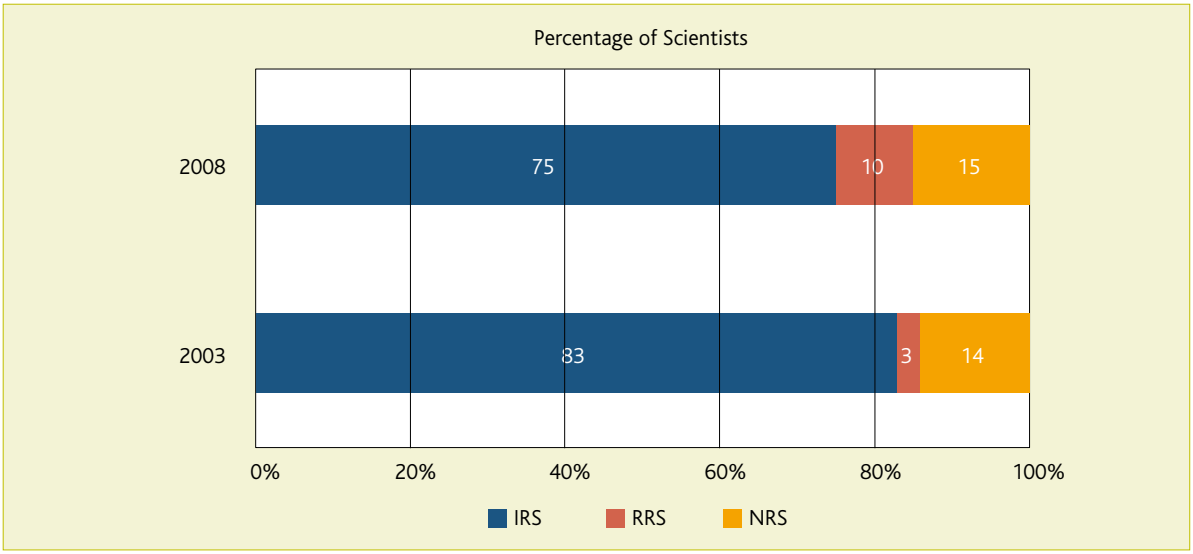
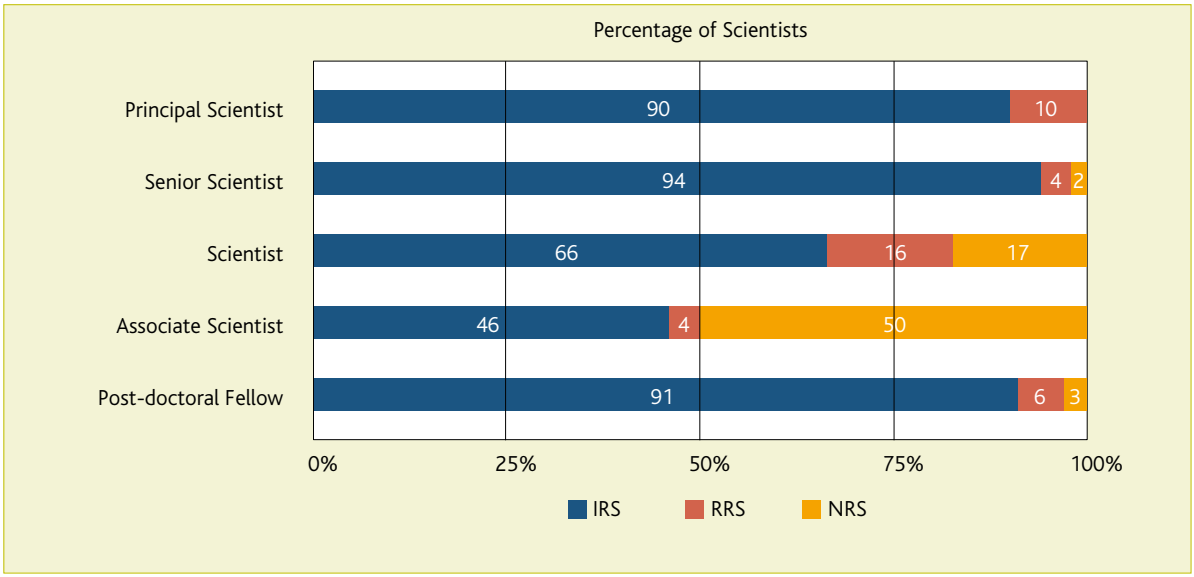


FIGURE 7W: Scientist staff group: employment conditions across grades, 2008



Post-doctoral Fellows

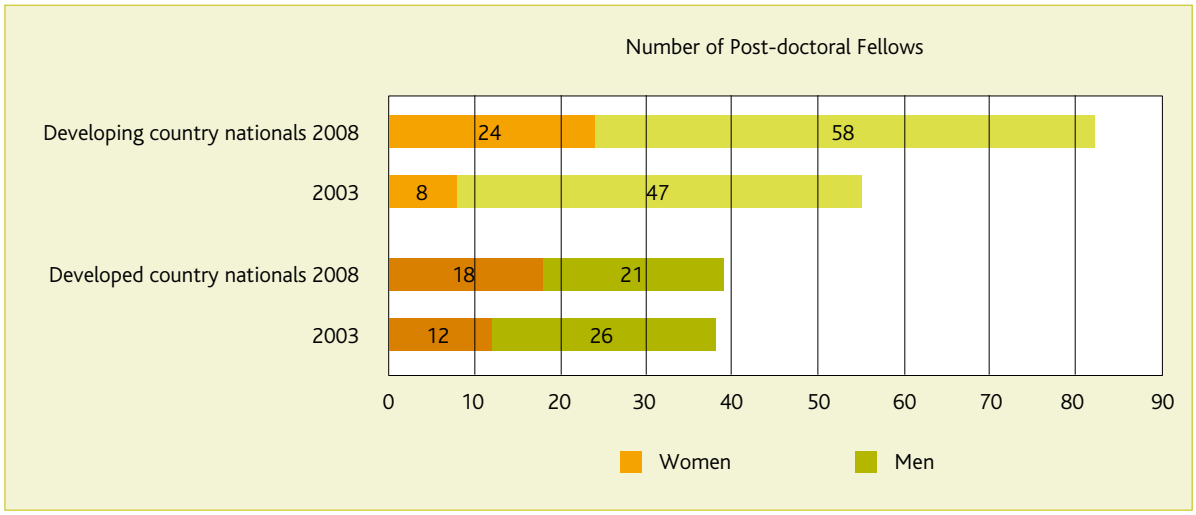
7.55 The Post-doctoral Fellow category is of particular interest to the CGIAR's 2008 HR survey. Although some Post-doctoral Fellows have continued their careers within the CGIAR, Centers typically do not expect to employ Post-doctoral Fellows after they complete their contracts.

7.56 In April 2008, CGIAR Centers had 121 Post-doctoral Fellows, an increase of 28 percent since the 2003 survey. Of these:

- 82 (68 percent) were developing country nationals,
- 39 (32 percent) were developed country nationals,
- 42 (35 percent) were women,
- 79 (65 percent) were men.

7.57 The number of Post-doctoral Fellows is shown in Figure 7X. These figures show whether the Fellows were developed or developing country nationals, and whether they were women or men. As evident in Figure 7X, there was little change in the number of developed country Post-doctoral Fellows, while the number of women in this category increased by 6 (50 percent) from 12 in 2003 to 18 in 2008.

FIGURE 7X: Post-doctoral Fellows, 2003–2008

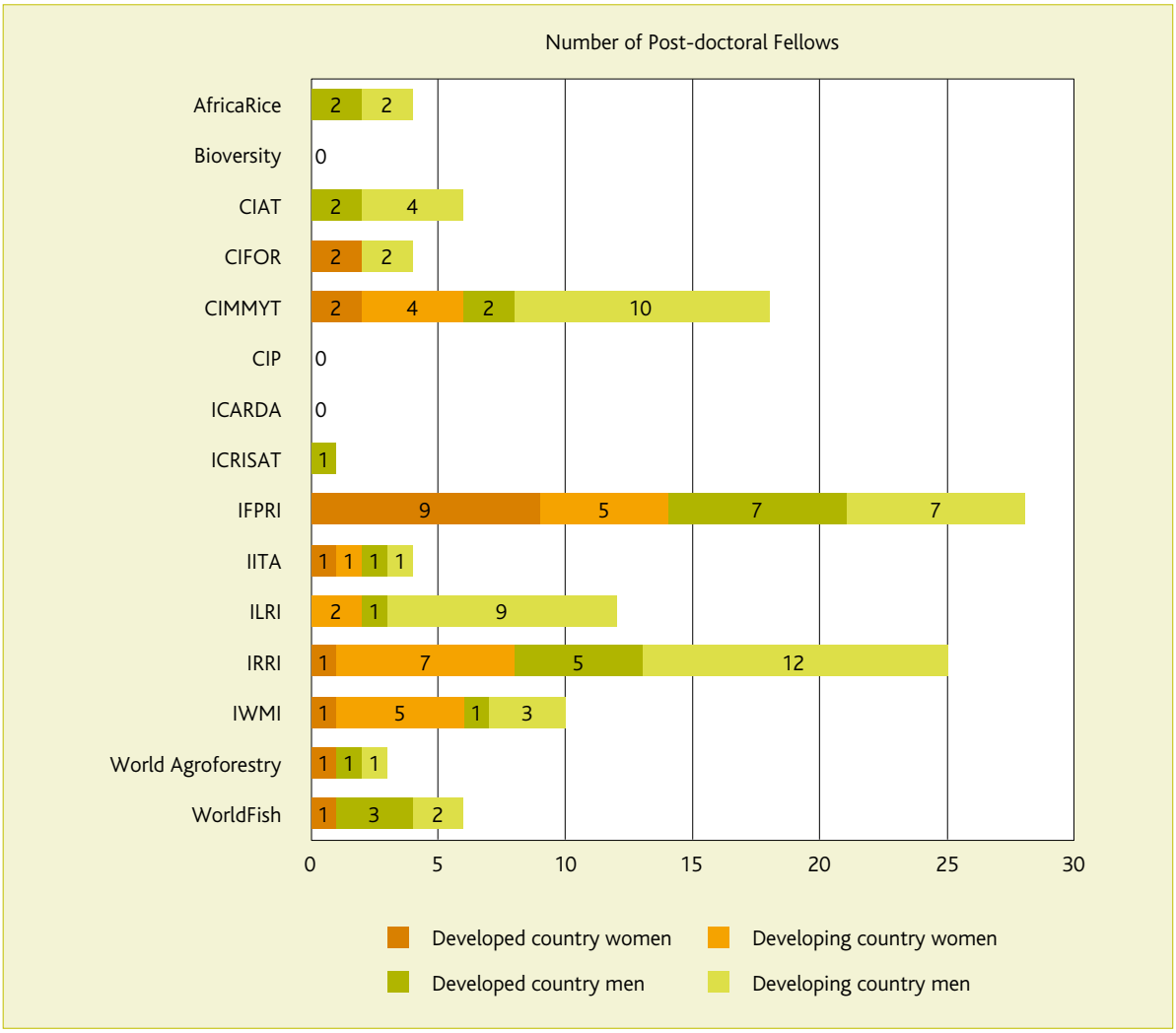


7.58 Almost all growth in the number of Post-doctoral Fellows was due to the appointment of developing country nationals. The number of women also increased considerably in this category – from 8 in 2003 to 24 in 2008, an increase of 16 (200 percent). The same was true for developing country men – their numbers increased by 11 (23 percent), from 47 in 2003 to 58 in 2008.

7.59 Figure 7Y presents the gender and diversity of nationalities as well as the distribution of Post-doctoral Fellows across the CGIAR Centers. It shows that two Centers had more than 20 Post-doctoral Fellows, while three Centers had none.

The greatest number of developing country Post-doctoral Fellows were located at IRRI (19), CIMMYT (14), IFPRI (12) and ILRI (11). The greatest number of women Post-doctoral Fellows were at IFPRI (14), IRRI (8), CIMMYT and IWMI (6 each).

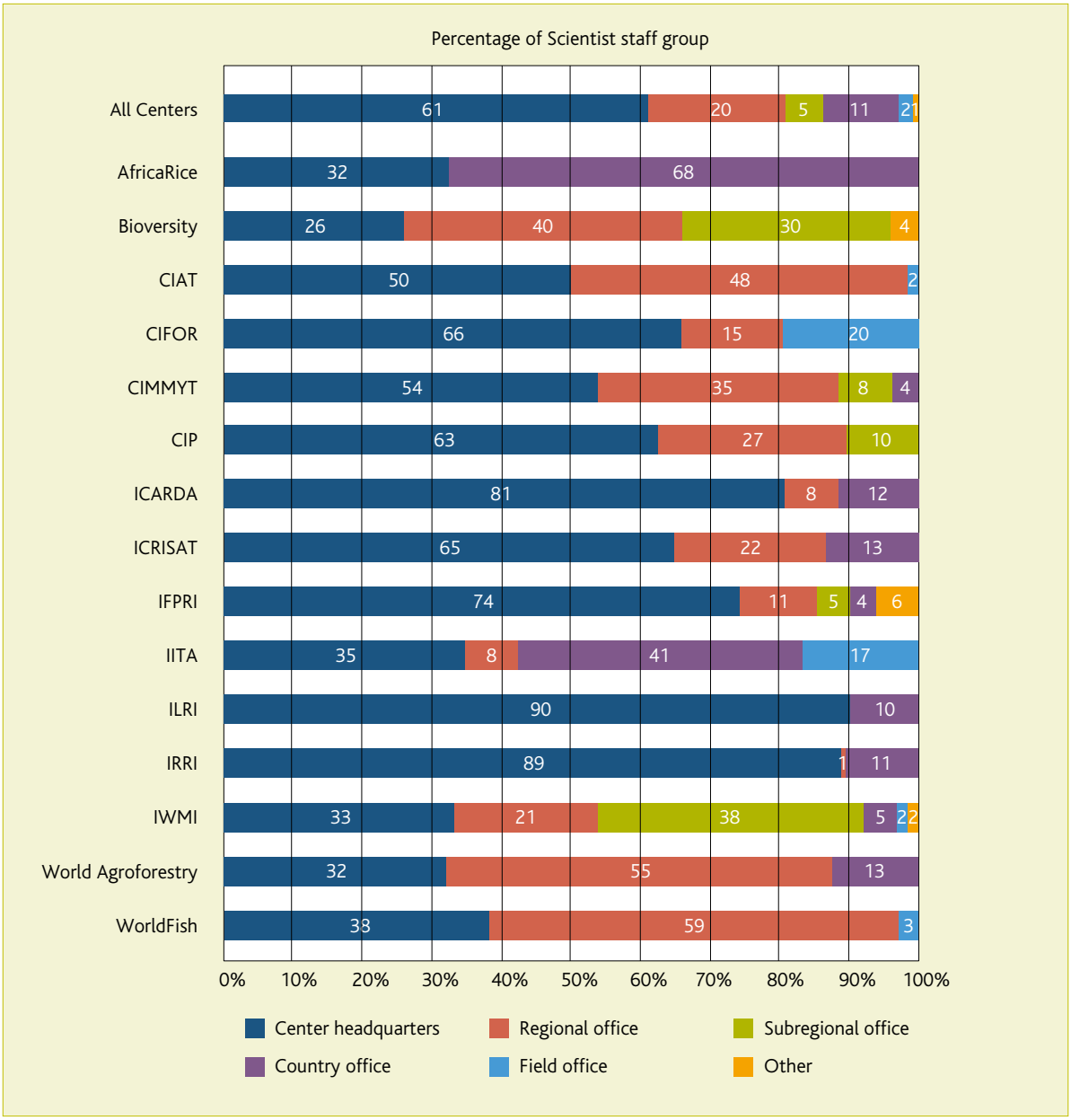
FIGURE 7Y: Distribution of Post-doctoral Fellows across Centers, 2008



Duty stations

7.60 The majority (61 percent) of Scientists were based at their Center headquarters. Another 20 percent were based at regional offices and 5 percent at subregional offices. Eleven percent of Scientists were based at country offices and 2 percent at field offices. A detailed overview of the distribution of Scientists within individual Centers appears in Figure 7Z.

FIGURE 7Z: Duty station of Scientists across Centers, 2008



Summary

7.61 The Scientist staff group grew from 925 to 1026 (11 percent) between 2003 and 2008. Most of the growth was in the Scientist grade, which grew by 44 percent, increasing from 259 to 372. There also was substantial growth (30 percent) in the number of Post-doctoral Fellows.

7.62 The majority (80 percent) of Scientists held PhDs. The higher the grade, the higher the proportion of PhDs among Scientists. Of those with PhDs, 73 percent completed their studies in developed country institutions, primarily the USA and UK. Of PhD holders from developing country institutions, the majority completed their training in India.

7.63 The majority of Scientists were trained in either natural sciences (70 percent) or social sciences (22 percent).

7.64 The number of developing country nationals among Scientists increased by 23 percent from 2003 to 2008. They formed 64 percent of the Scientist staff group. The majority of Scientists were nationals of countries in Asia (35 percent), sub-Saharan Africa (23 percent) and Europe (22 percent). At subregional level, the greatest numbers of Scientists were nationals of countries in Western Europe (22 percent), South Asia (15 percent), Southeast Asia (14 percent) and East Africa (11 percent).

7.65 In terms of countries, the greatest number of Scientists were nationals of India (116), the Philippines (112), USA (76), Germany (51), UK (48) and Kenya (44).

7.66 At almost every grade in the Scientist classification structure, the proportion of developing country nationals increased from 2003 to 2008. The exception was Senior Scientist, where the proportion of developing country nationals remained unchanged.

7.67 In 10 of the 15 Centers, developing country nationals comprised 50 percent or more of their Scientist populations. The proportion of developing country nationals increased in ten Centers from 2003–2008.

7.68 In 2008, 26 percent of Scientists were women, compared with only 20 percent in 2003. The number of women Scientists increased by 49 percent in this period. The number and proportion of women at every grade increased, in most cases quite substantially.

7.69 While the overall proportion of women Scientists increased substantially, five Centers had a higher proportion of women than the all-Centers average. However the proportion of women Scientists increased in every Center except one, where it remained unchanged.

7.70 The all-Centers average for developed country men Scientists was 26 percent. Developing country men comprised 47 percent, developed country women comprised 10 percent and developing country women comprised 16 percent.

7.71 Different grade profiles existed for the four gender/diversity groups. For example, 48 percent of developing country women were classified at Scientist grade, but only 3 percent at Principal Scientist. Conversely, only 35 percent of developed country men were classified at Scientist grade, but 22 percent were at Principal Scientist.

7.72 Developing country men formed the highest proportion of the four gender/diversity groups up to age 64. They were fairly evenly represented across the age bands in the 35-54 year range and formed by far the highest proportions in the 55-64 year range. Developed country men were fairly evenly represented across all age bands up to age 64, with the only notable reduction in the 35-39 year range. The representation of women from both developed and developing countries fell away progressively from the 35-39 age band, with developed country women forming the smallest proportion of every age band from 40 to 64 years.

7.73 There was substantial growth in the number of Post-doctoral Fellows, which increased by 28 percent from 2003–2008. This was mostly due to the appointment of developing country nationals. Sixty-eight percent of Post-doctoral Fellows were developing country nationals and 35 percent were women.

7.74 Sixty-one percent of Scientists were based at their Center's headquarters, 20 percent at regional offices and the remainder were spread over subregional, country and field offices.

8 Science Support Professional staff group

8.1 The Science Support Professional staff group may be involved in experimental design, carry out experiments, collect and analyze results, or prepare results for publication and implementation. Unlike the Scientist staff group, they generally are not responsible for significant conceptual input into research.

8.2 Science Support Professionals form a significant component of the CGIAR Centers' overall professional capability. As their careers evolve, some may well move into a Scientist function, particularly as many members of this staff group are highly qualified. Hence it is important to understand the composition of this staff group.

Overview

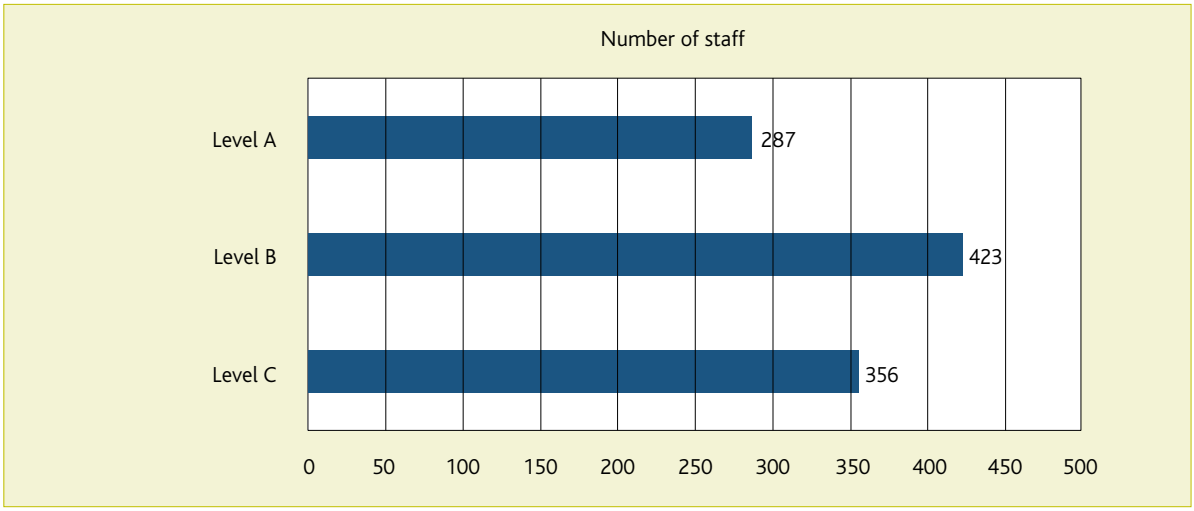
8.3 Key details for the Science Support Professional staff group:

- 1,066 staff members, which represented 14 percent of the total staff of CGIAR Centers and made this staff category slightly larger than the Scientist staff group, which had 1,026 staff,
- 946 staff (89 percent) employed as NRS, 101 staff (9 percent) employed as RRS and 19 staff (2 percent) employed as IRS,
- 1,028 staff (96 percent) were developing country nationals,
- 364 staff (34 percent) were women.

Classification range for this staff group

8.4 This survey used a set of three job classification grades, ranging in seniority from Level A (most senior) to Level C (most junior). The number of staff at each of the grades in the Science Support Professional staff group is shown in Figure 8A. In terms of proportions, staff at Level A comprised 27 percent of this staff group. Staff at Level B comprised 40 percent and staff at Level C 33 percent.

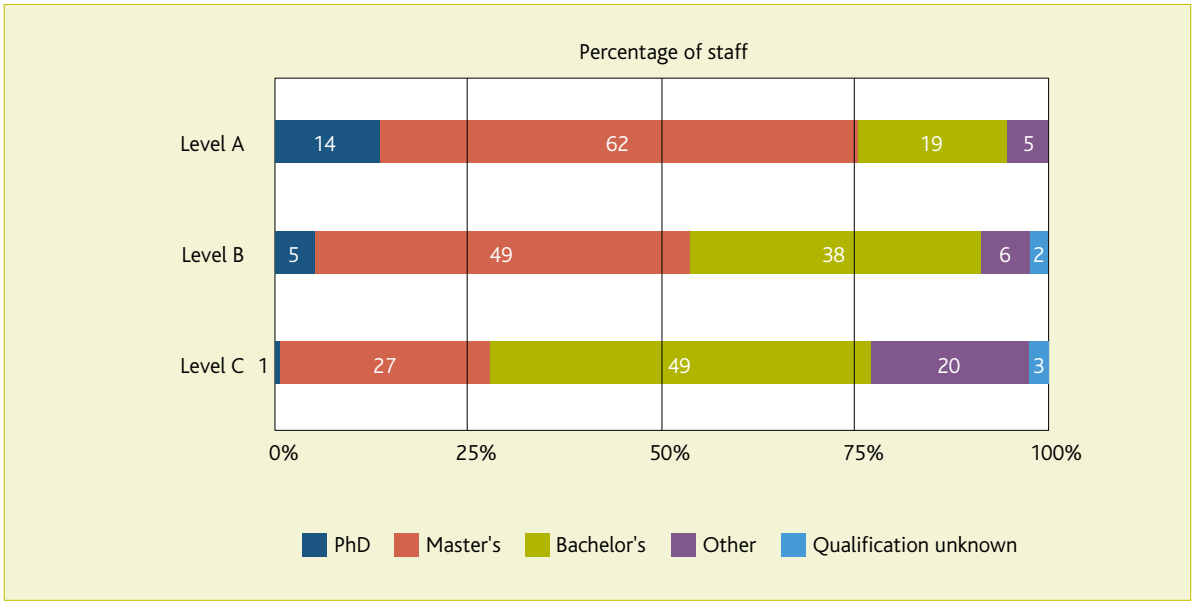
FIGURE 8A: Science Support Professional staff group: grades, 2008



Science Support Professionals' training

8.5 The minimum qualification for this staff group is a bachelor's degree. However, 36 percent of these staff held this level of training while 45 percent held master's degrees. In some cases, this may reflect the need to question whether bachelor's-level training is really sufficient while, in other cases, it may reflect a ready supply of master's-level candidates for vacancies. Interestingly, six percent of this staff group held PhDs. The remaining 13 percent were listed as having qualifications other than bachelor's degree, master's degree or PhD, or their qualifications were unknown. Figure 8B shows that the higher the grade, the higher the proportion of PhD-qualified and master's-qualified staff, and the lower the proportion of bachelor's-qualified staff.

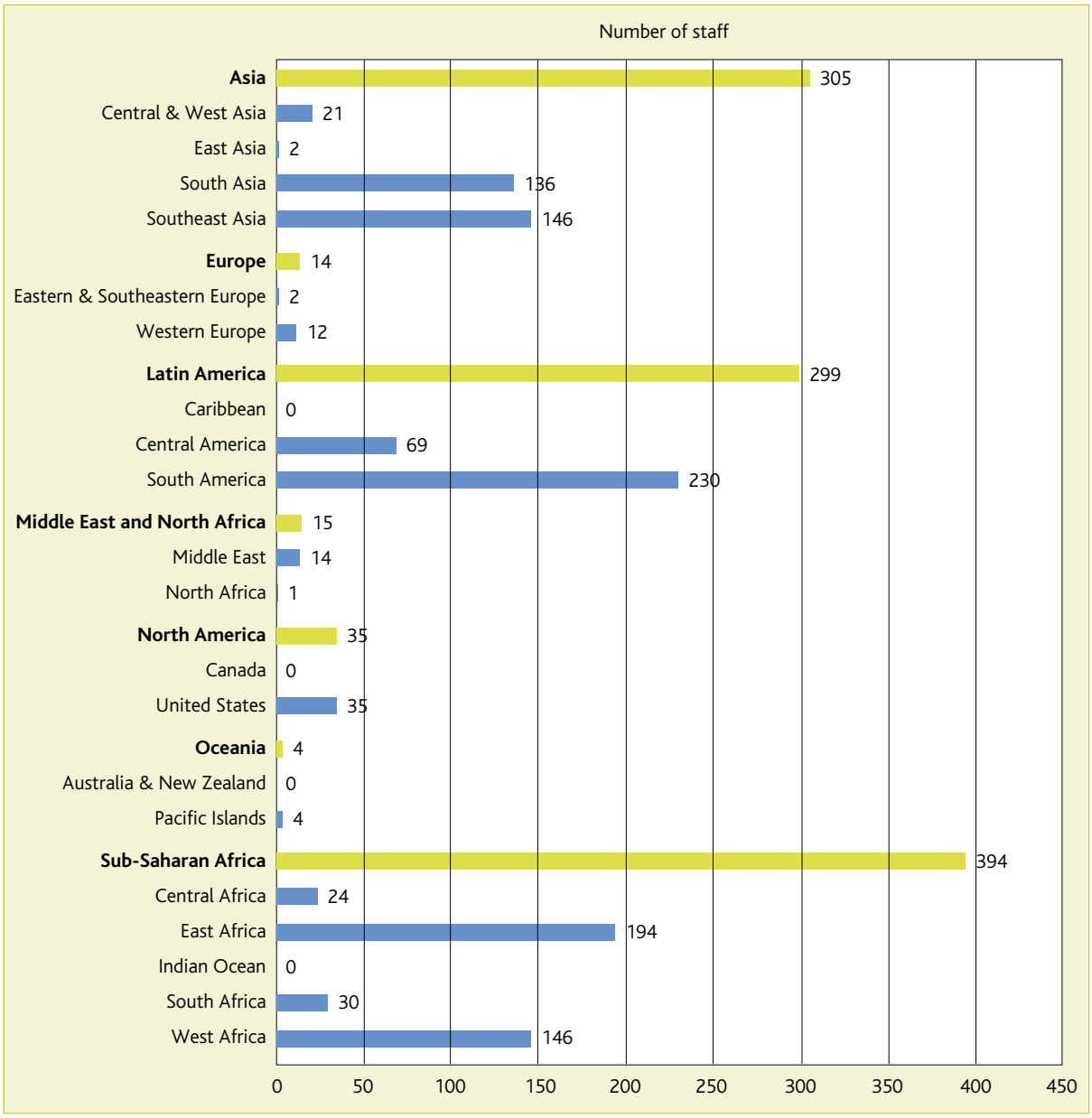
FIGURE 8B: Science Support Professional staff group: highest academic qualification, 2008



Geographic distribution

8.6 The 1,066 Science Support Professional staff group members were distributed across 52 countries (see Appendix 8 for details). Figure 8C shows the distribution of Science Support Professionals across the geographic regions and subregions. It shows that the largest numbers of Science Support Professionals were based in South America (230), East Africa (194), Southeast Asia and West Africa (both with 146), and South Asia (136).

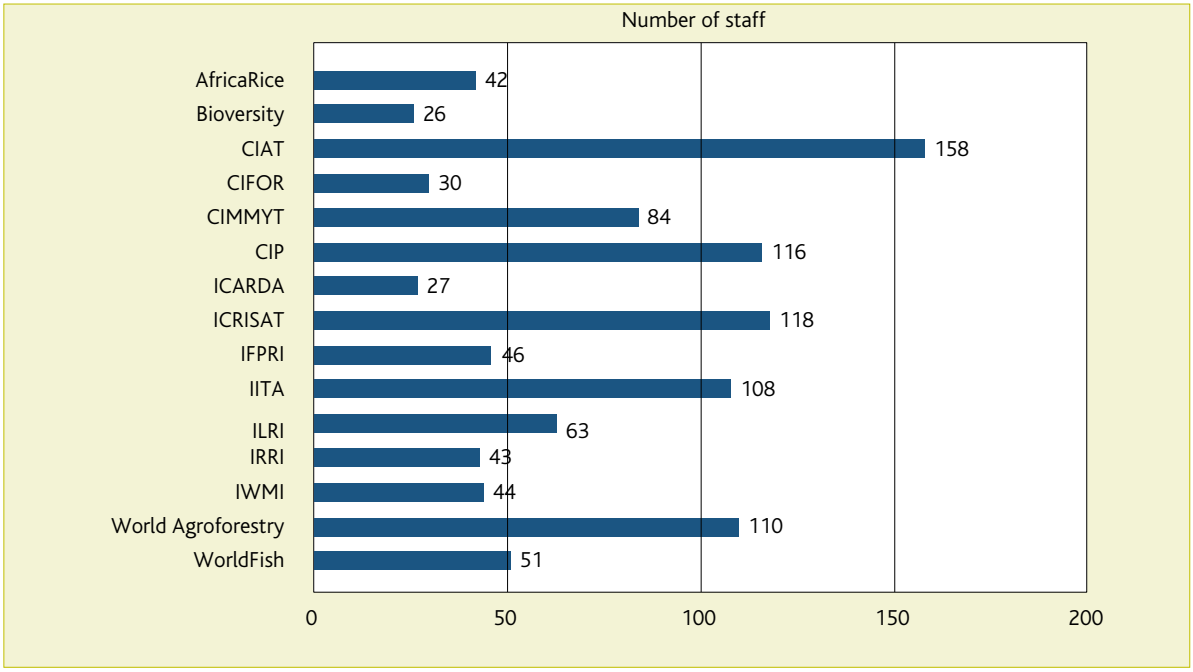
FIGURE 8C: Science Support Professionals: regional and subregional distribution, 2008



Distribution across Centers

8.7 As shown in Figure 8D, the Center with the largest number of Science Support Professionals was CIAT (158). Four other Centers had more than 100 Science Support Professionals: ICRISAT (118), CIP (116), World Agroforestry Centre (110) and IITA (108).

FIGURE 8D: Science Support Professionals: distribution across Centers, 2008



Gender

8.8 Women comprised 34 percent of Science Support Professionals in 2008, identical to the proportion recorded in 2003. Nevertheless, the number of women Science Support Professionals increased by 65 (22 percent) between 2003 and 2008, from 299 to 364.

8.9 The gender distribution across the various grades within the Science Support Professionals staff group is shown in Figure 9F, which also compares the 2008 proportions with the corresponding proportions in 2003. It is notable that the proportion of women Science Support Professionals at each grade remained virtually unchanged between 2003 and 2008 and there was no change at all at the most senior grade (Level A).

FIGURE 8E: Science Support Professional staff group: gender balance by grades, 2003–2008

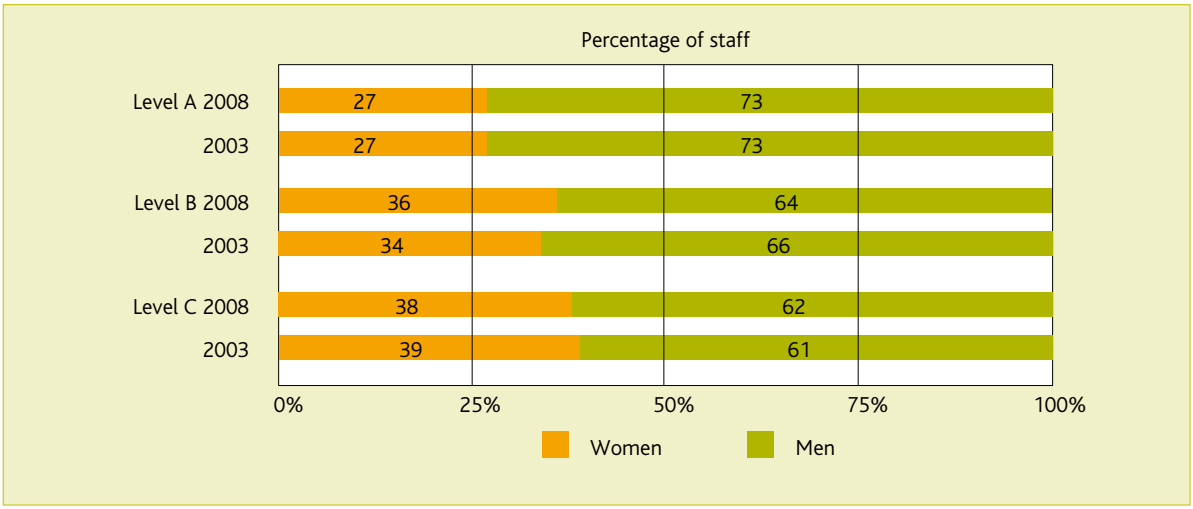
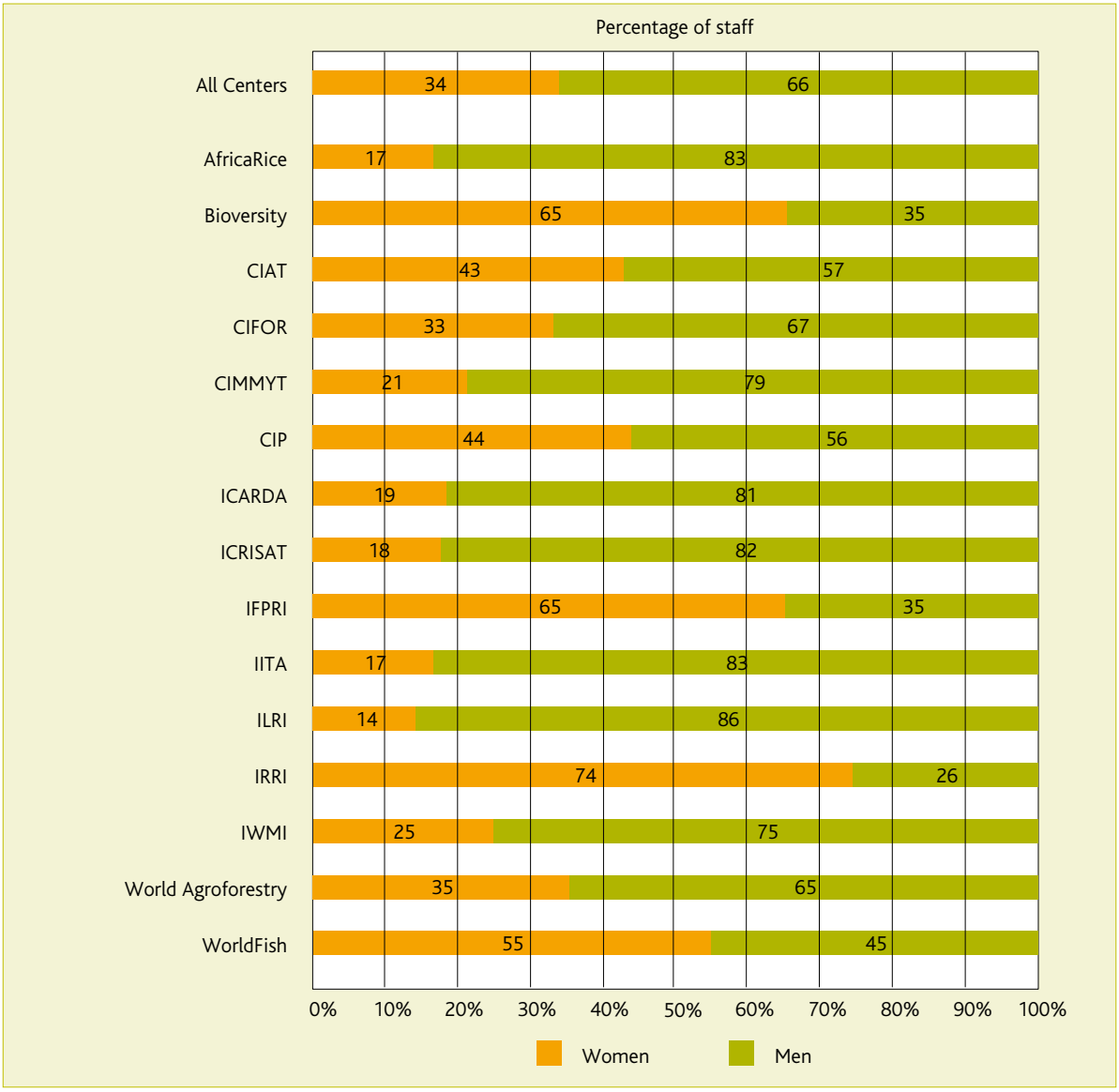


FIGURE 8F: Science Support Professional staff group: gender within Centers, 2008



8.10 As in 2003, the 2008 survey found that the higher the grade, the smaller the proportion of women. However the imbalance was far less marked in this group than for women Scientists in the Scientist staff group.

8.11 The gender balance within Centers is shown in Figure 8F. The proportion of women in the Science Support Professional staff group for all Centers was 34 percent . At four Centers, women made up more than 50% of this staff group: IRRI, Bioversity, IFPRI, and WorldFish.

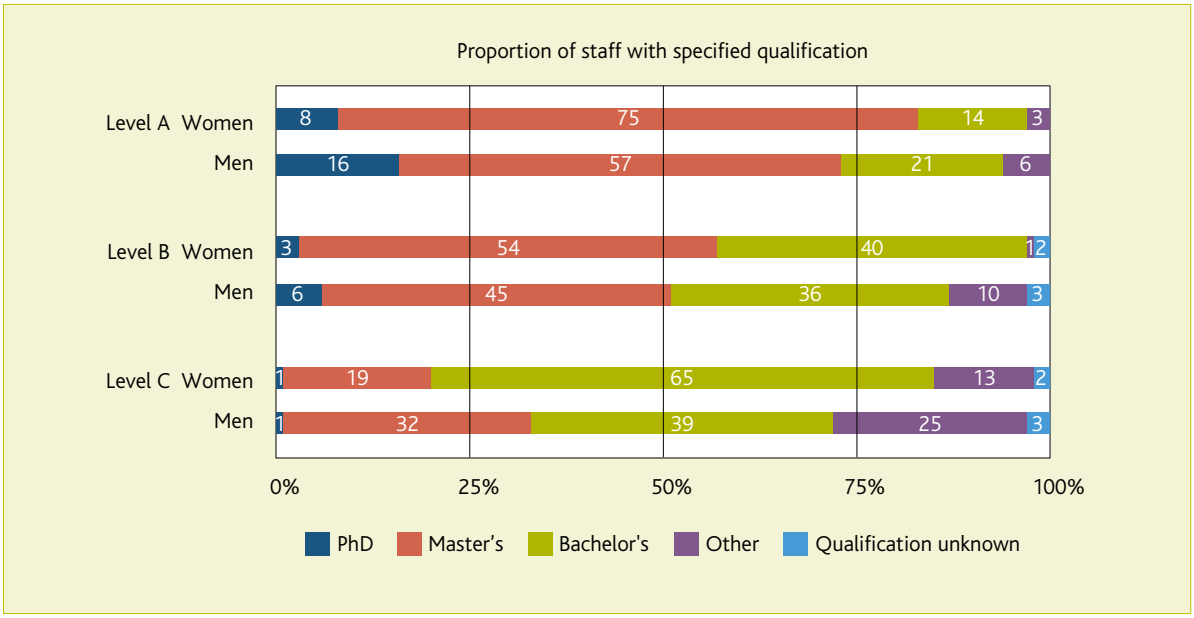
Qualifications by gender

8.12 An analysis of women's versus men's academic qualifications in the Science Support Professional staff group (Figure 8G) indicates that at the most senior grade (Level A), a smaller proportion of women (8 percent) held PhDs than men (16 percent). However, a higher proportion of women at this grade (75 percent) held master's degrees than men (57 percent).

8.13 The difference in the proportions for those holding PhD or master's degrees was lower at Level B, where 57 percent of women held a PhD or master's versus 51 percent of men. However, the proportion of staff holding a bachelor's degree increased substantially at this grade – to 40 percent of women and 36 percent of men.

8.14 The greatest difference in academic qualifications between women and men occurred at the most junior grade (Level C). As Figure 8G shows, the proportion of master's-qualified women (19 percent) was little more than half that of men (32 percent). In addition, at this grade, 65 percent of women and 39 percent of men held bachelor's degrees.

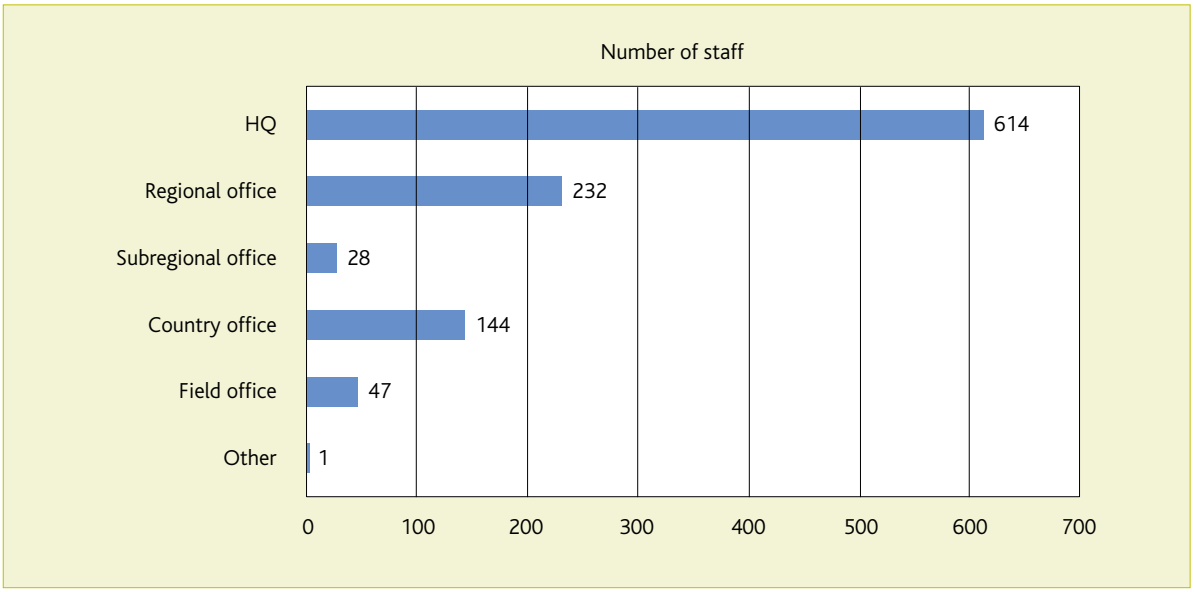
FIGURE 8G: Science Support Professional staff group: comparison of qualifications held by women and men, 2008



Duty station

8.15 As shown in Figure 8H, 614 Science Support Professionals (58 percent) were based at their Center's headquarters. This was slightly smaller than the corresponding figure (61 percent) for staff in the Scientist staff group. Another 22 percent of Science Support Professionals were based in regional offices, slightly higher than the corresponding figure (20 percent) for Scientists. Fourteen percent of Science Support Professionals were based in country offices, compared with 11 percent of Scientists.

FIGURE 8H: Science Support Professional staff group: duty stations, 2008



Summary

8.16 The 2008 survey found that Science Support Professionals were predominantly developing country nationals, employed under nationally recruited employment conditions. While 36 percent held bachelor's degrees (the minimum academic qualification) another 45 percent held master's degrees, and 6 percent held PhDs. Women at the more senior grades in this staff group appeared at least as well qualified as their male counterparts.

8.17 The proportion of women in this staff group remained at 34 percent, the same as in 2003.

8.18 Science Support Professionals were located in 52 countries, particularly in sub-Saharan Africa, Asia and Latin America. In comparison with staff in the Scientist staff group, a slightly smaller proportion was located at Center headquarters and a slightly larger proportion in regional offices.

A diverse CGIAR talent pool:

122 nationalities in 73 countries.

9 Staff turnover in Centers

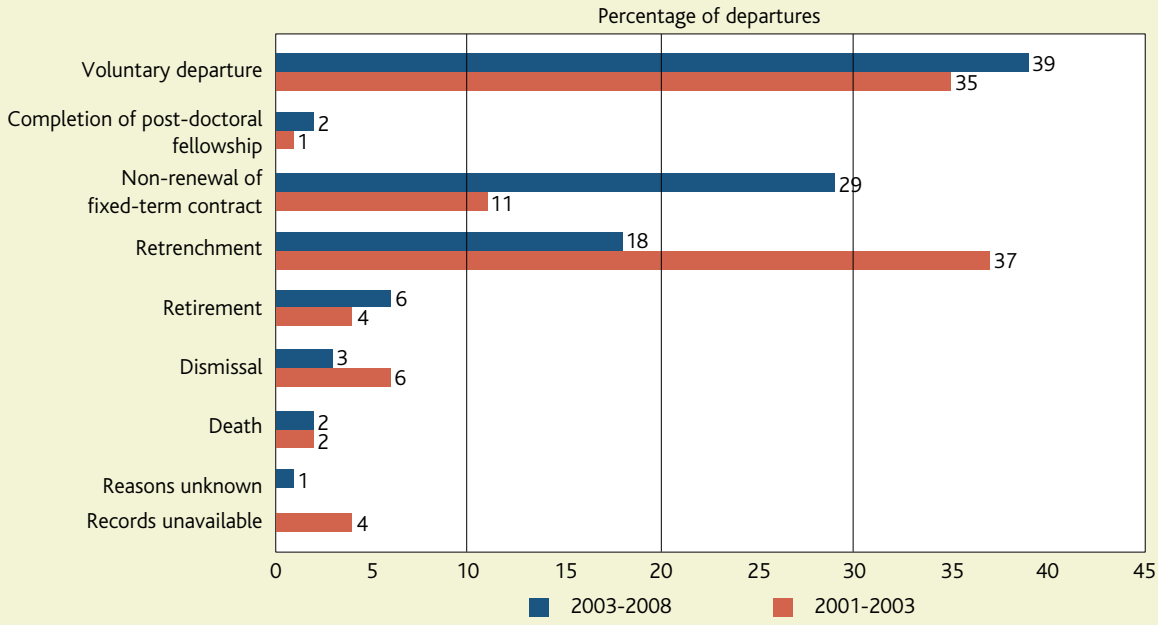
9.1 This chapter looks at staff turnover numbers and reasons for staff departures across the CGIAR Centers since 2003. However, it includes data from only 14 of the 15 CGIAR Centers.

Overview

9.2 Between May 2003 and April 2008, 4,319 staff left the 14 CGIAR Centers – an average of 72 per month. This was considerably lower than the average of 95 per month in the 20 months prior to the 2003 survey. The three principal reasons for departure during 2003–2008 were "voluntary departure" (39 percent), "non-renewal of fixed-term contract" (29 percent) and "retrenchment", i.e. termination caused by Center downsizing (18 percent). All other reasons (summarized in Figure 9A) comprised a further 13 percent, and 1 percent of the departures left for unknown reasons.

9.3 The most notable changes between the 2003 and 2008 surveys were the substantial increase in non-renewal of fixed-term contracts and the substantial reduction in retrenchments. However, voluntary departure remained the principal reason for leaving a Center and was only slightly higher, proportionately, than in the 2003 survey.

FIGURE 9A Departures: reasons and proportions, 2003–2008 vs 2001–2003



Turnover rate: "normal" versus retrenchment turnover

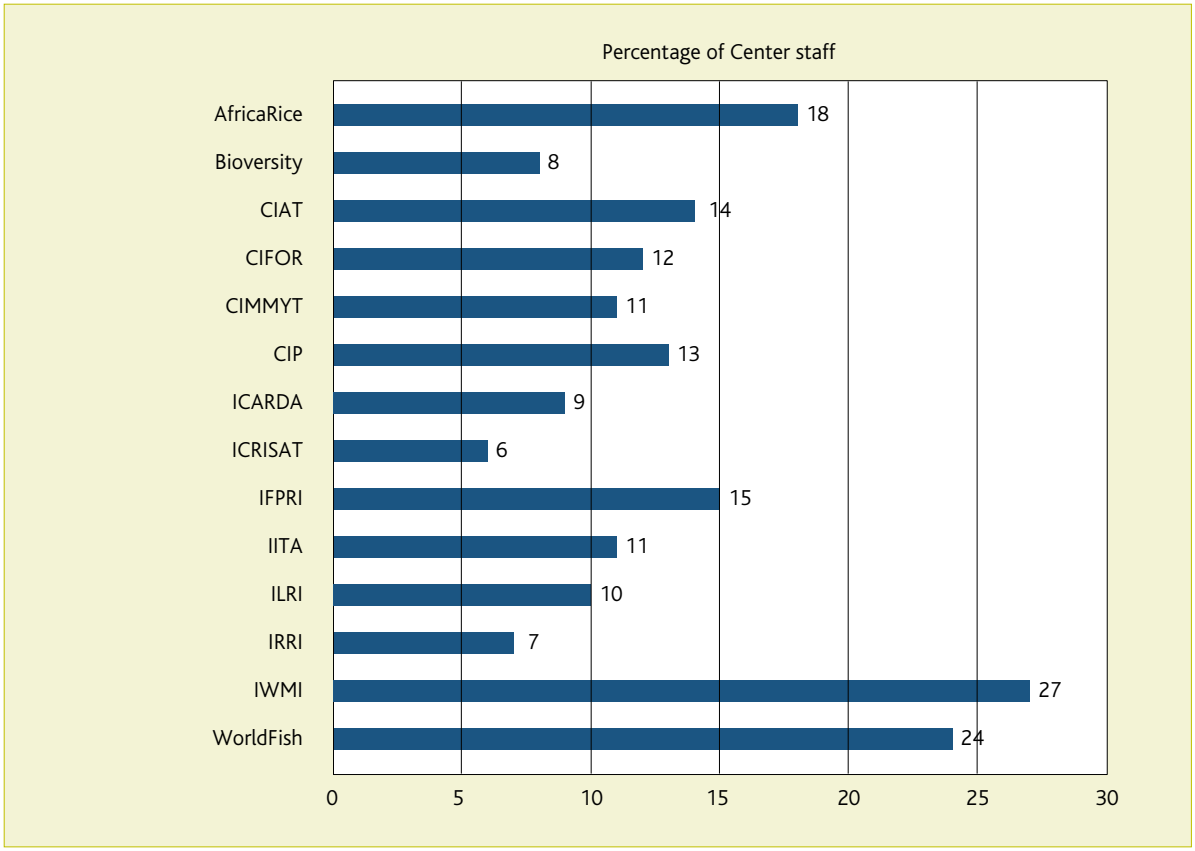
9.4 In the 2003 survey, the high proportion of retrenchments was an issue.

9.5 The 2008 survey found 760 retrenchments during 2003–2008. Thus, the "normal" departures over the 5-year survey period totaled 3,559. This corresponds to an average departure rate of 712 staff per year, virtually unchanged from the corresponding figure in the 2003 survey of 715 staff per year. This is equivalent to about 9 percent of the total staff of the 14 Centers from whom departure data was received. Slightly less than 2003, it would be regarded as an acceptable rate of normal turnover.

Turnover within Centers

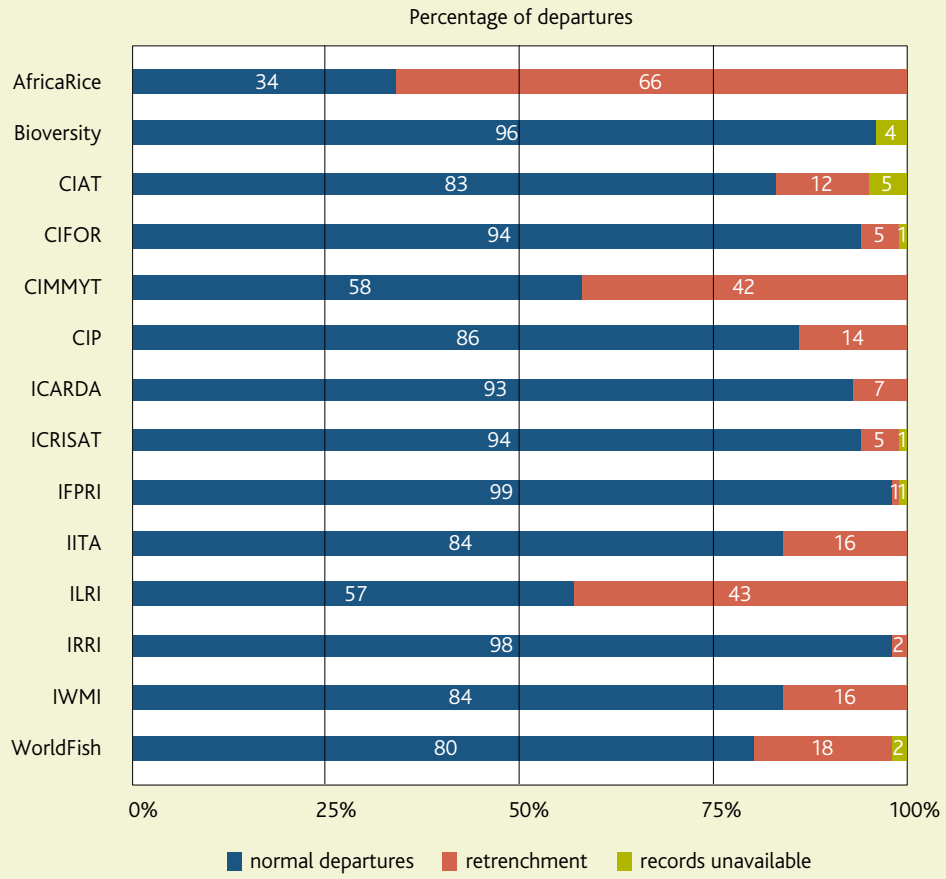
9.6 The turnover in each Center during 2003–2008, shown in Figure 10B, indicates average annual departures, both normal and retrenchment, as a percentage of each Center's total staff as at 30 April 2008. As is evident from this chart, departures ranged from an annual average of 6 percent (ICRISAT) to 27 percent (IWMI).

FIGURE 9B: Average annual departures within Centers, 2003–2008



9.7 Further insight is provided by Figure 9C, which shows the proportion of each Center's departures for normal and retrenchment reasons. As this shows, normal departures ranged from 34 percent (Africa Rice, which relocated its headquarters to a different country during the survey period) to 99 percent (IFPRI).

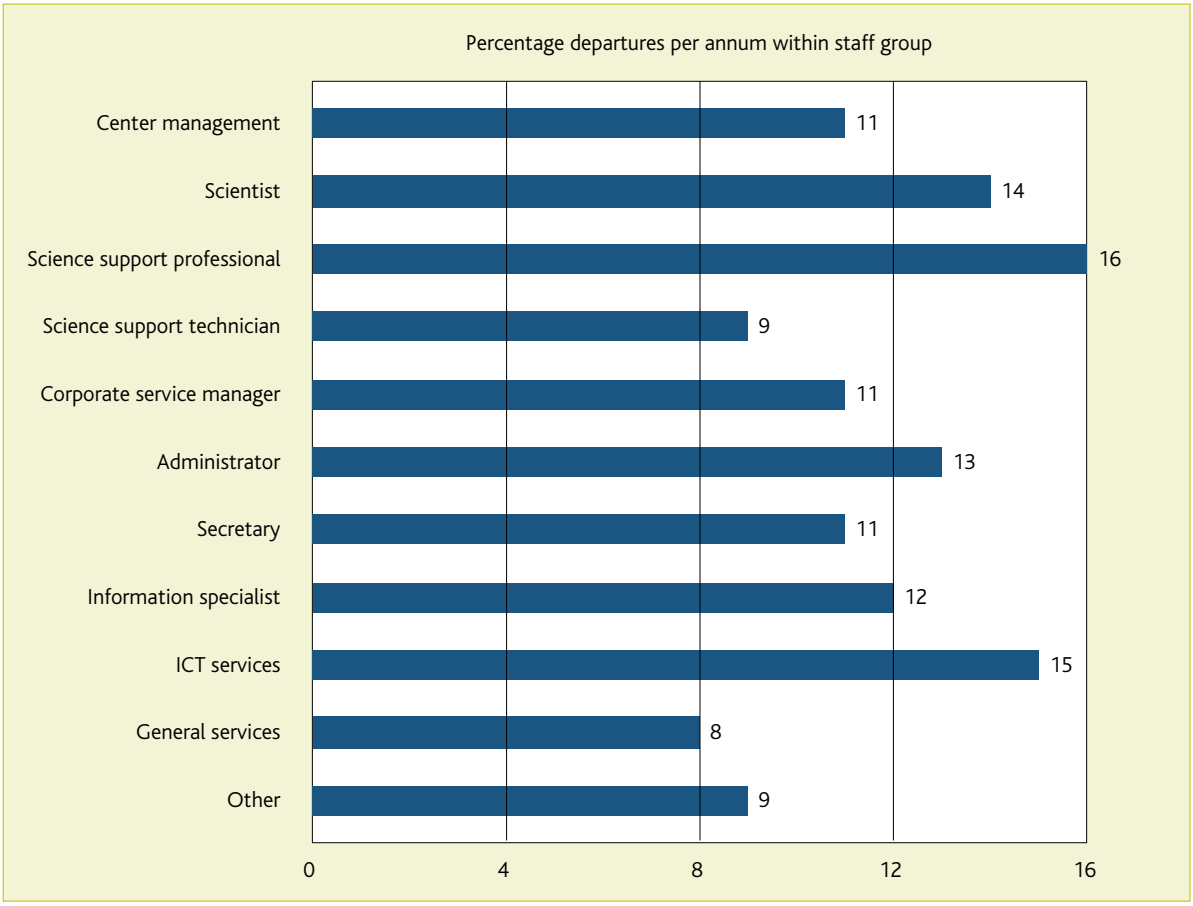
FIGURE 9C: Normal departures versus retrenchments within Centers, 2003–2008



Turnover within staff groups

9.8 The 4,319 staff members who left the 14 Centers during 2003–2008 correspond to a gross annual turnover of approximately 11 percent. When this is analyzed by staff groups (see Figure 10D), the groups that notably exceeded this figure were Science Support Professionals (16 percent), ICT Services (15 percent), and Scientists (14 percent). Conversely the staff groups that were notably lower were General Services and Science Support Technicians (both 9 percent).

FIGURE 9D Gross annual turnover within staff groups, 2003–2008



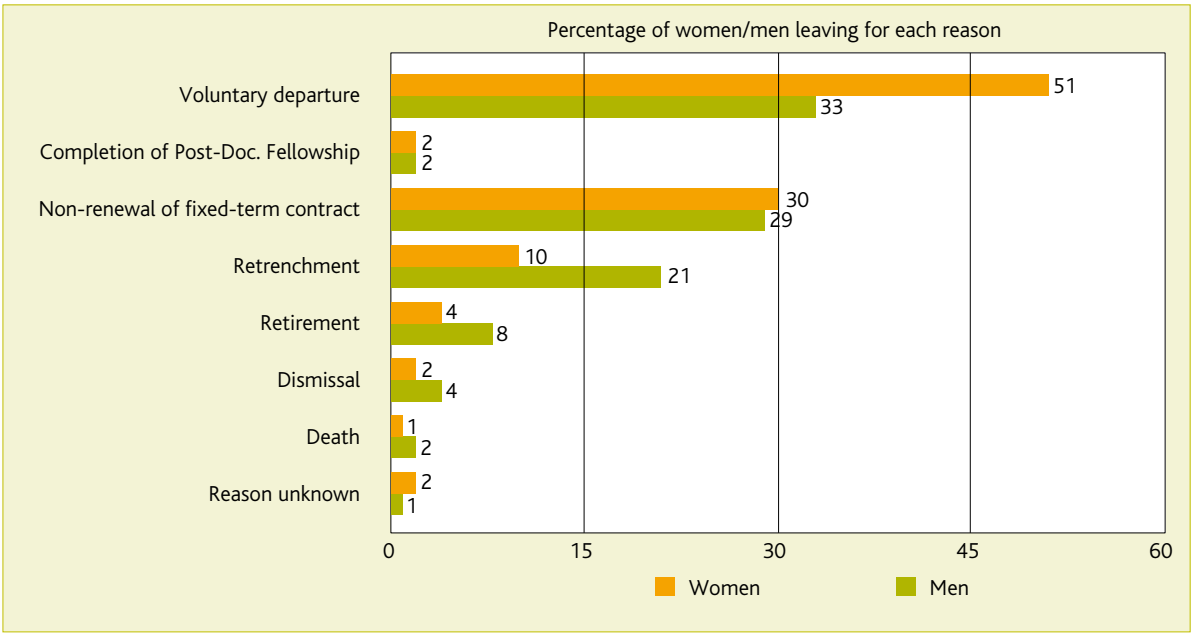
Gender analysis of departures

9.9 Against the background that women comprised 29 percent of staff and men 71 percent, it is interesting to note that departures during the review period were broadly in corresponding proportions (32 percent women, 68 percent men).

9.10 Figure 9E shows each reason for departure, the proportion of women who left for each reason and the proportion of men who left for the same reason. The most notable features are that:

- the proportion of women who opted to depart voluntarily (51 percent) was substantially higher than the proportion of men (33 percent) who departed voluntarily,
- there was virtually no difference between the proportion of women whose contracts were not renewed and the corresponding proportion for men, and
- the proportion of women who were retrenched (10 percent) was substantially lower than the proportion of men (21 percent) who were retrenched.

FIGURE 9E All departures – gender proportions for each reason, 2003–2008



Reasons for voluntary departures

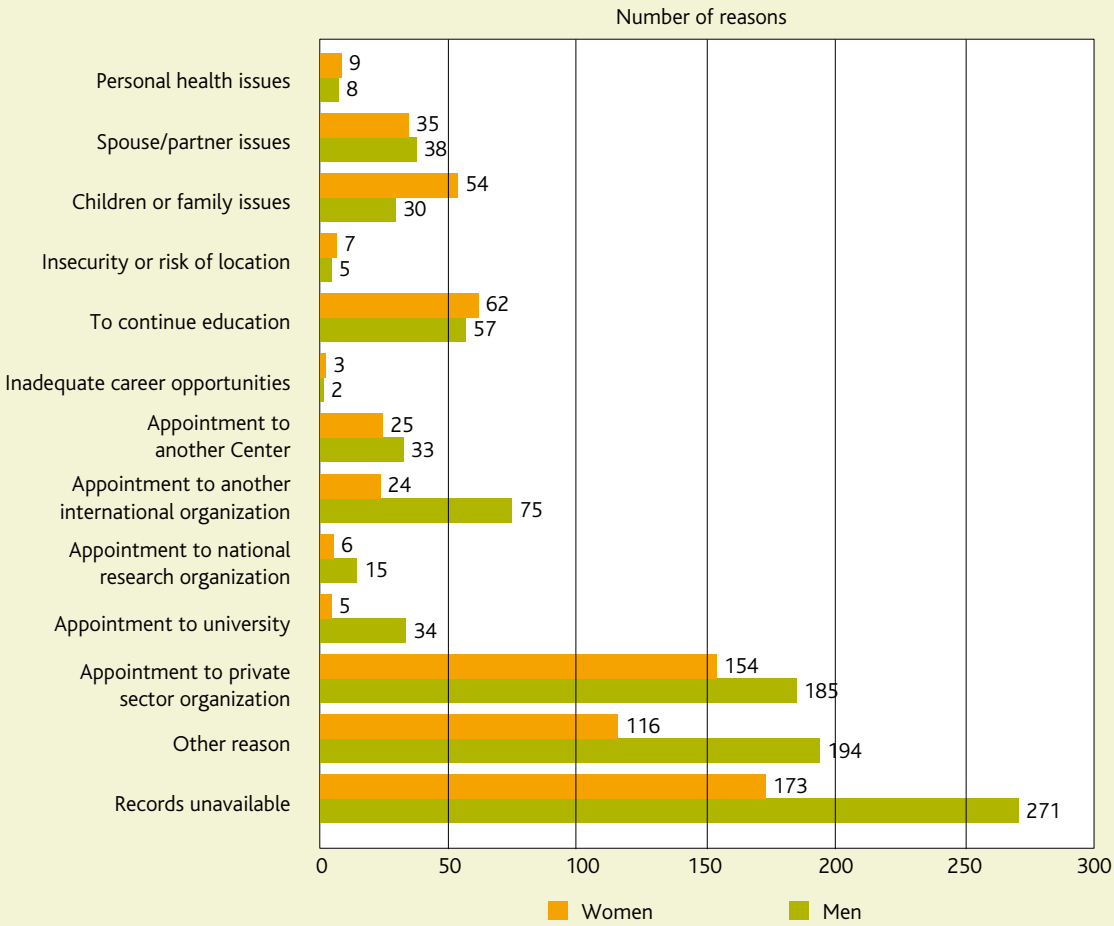
9.11 A particular interest of this survey was to examine the reasons for voluntary departures: why do staff members choose to leave the CGIAR? Centers were given 12 options for reporting reasons for voluntary departure, plus the option "not known":

- personal health issues
- spouse/partner issues
- children or family issues
- to continue education
- insecurity or risk at location
- inadequate career opportunities within home Center
- appointment to another Center
- appointment to another international organization
- appointment to a national research organization
- appointment to a university
- appointment to a private sector organization
- other reason

9.12 Note that the options presented were not mutually exclusive. Centers could record more than one option for each departure. The number of responses against each option appears in Figure 9F, for women and men respectively. It is immediately apparent that the responses to "not known" totaled 341, which corresponded to 20 percent of the 1,665 voluntary departures during 2003–2008. A further 103 responses recorded "not relevant", thus accounting for another 6 percent of voluntary departures. Thus the reasons for voluntary departure were known (or recorded) for, at best, 74 percent of departures. Of these 74 percent, some 19 percent of responses were "other reason", i.e. non-specific. Consequently, specific reasons for voluntary departure were known for only 55 percent of such departures.

9.13 The 2003 survey raised the issue that: "the principal purpose of strategic HR practices is to help an organization attract, develop and retain good staff. If an organization doesn't know why over 25 percent of its staff are leaving voluntarily, how can it assess the adequacy of its HR practices directed towards retention?" The results of the 2008 survey suggest that the adequacy of turnover records has not improved in the intervening five years.

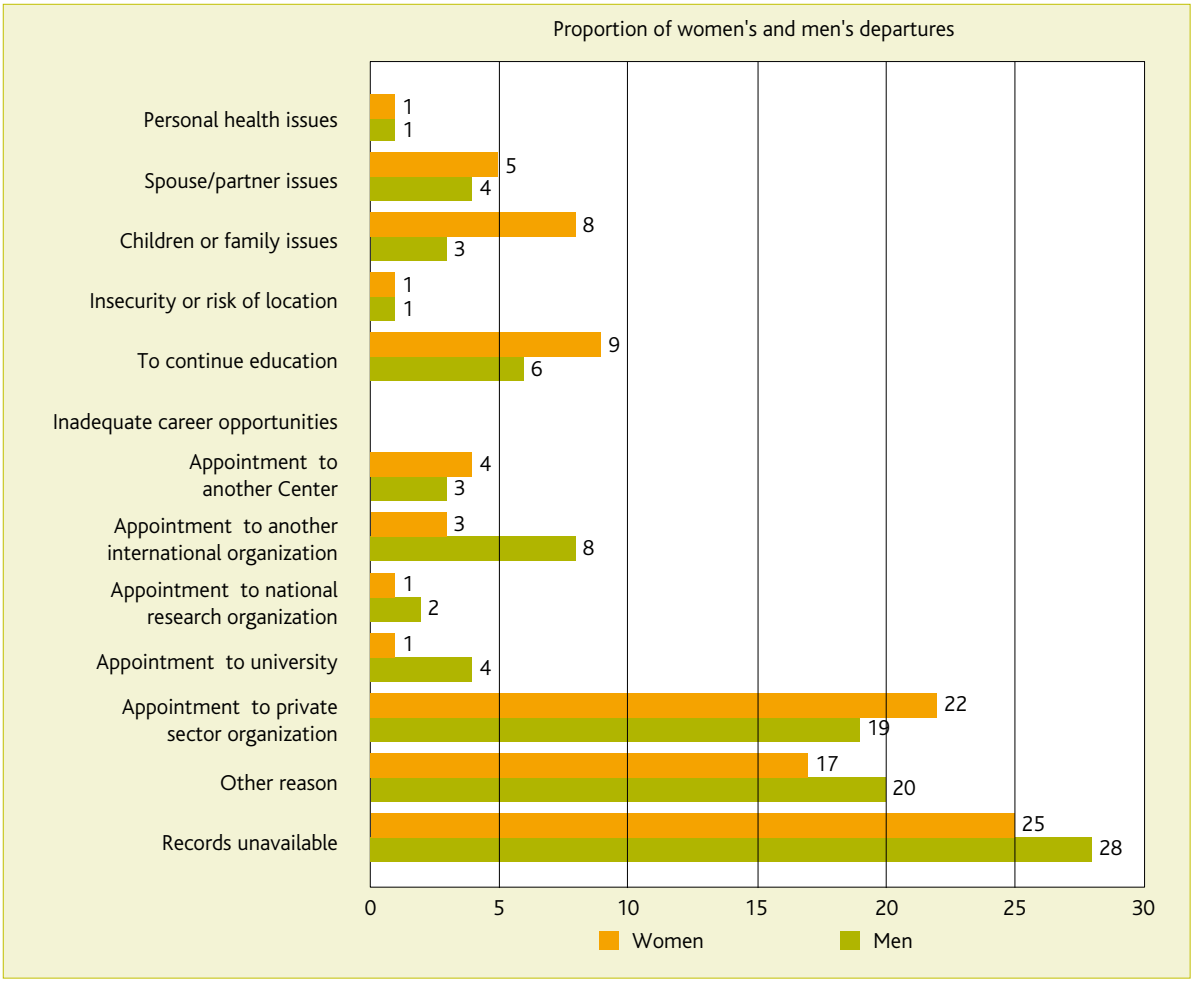
FIGURE 9F Reasons for voluntary departure



9.14 Acknowledging this deficiency in the quality of turnover records, these data were then analyzed as the proportion of women and men voluntary departures respectively (see Figure 9G). This showed that, where the reason/s for departure were known, the most significant reason by far was appointment to a private sector organization (cited in 22 percent of women voluntary departures and 19 percent of men voluntary departures). No other reason exceeded 10 percent of voluntary departures, for either women or men.

9.15 It was notable that "spouse/partner issues" was cited as the reason in similar proportions for both women (5 percent) and men (4 percent). However "children or family issues" was cited as the reason in 8 percent of women voluntary departures, but only 3 percent of men voluntary departures.

FIGURE 9G Reasons for voluntary departure, as proportion of women and men departures



Departures within employment categories (IRS, RRS and NRS)

9.16 This is regarded as a significant topic because of the different circumstances of these three employment categories. Of the 4,319 departures within the survey period:

- IRS accounted for 790 (18 percent of departures),
- RRS accounted for 283 (7 percent), and
- NRS accounted for 3,244 (75 percent).

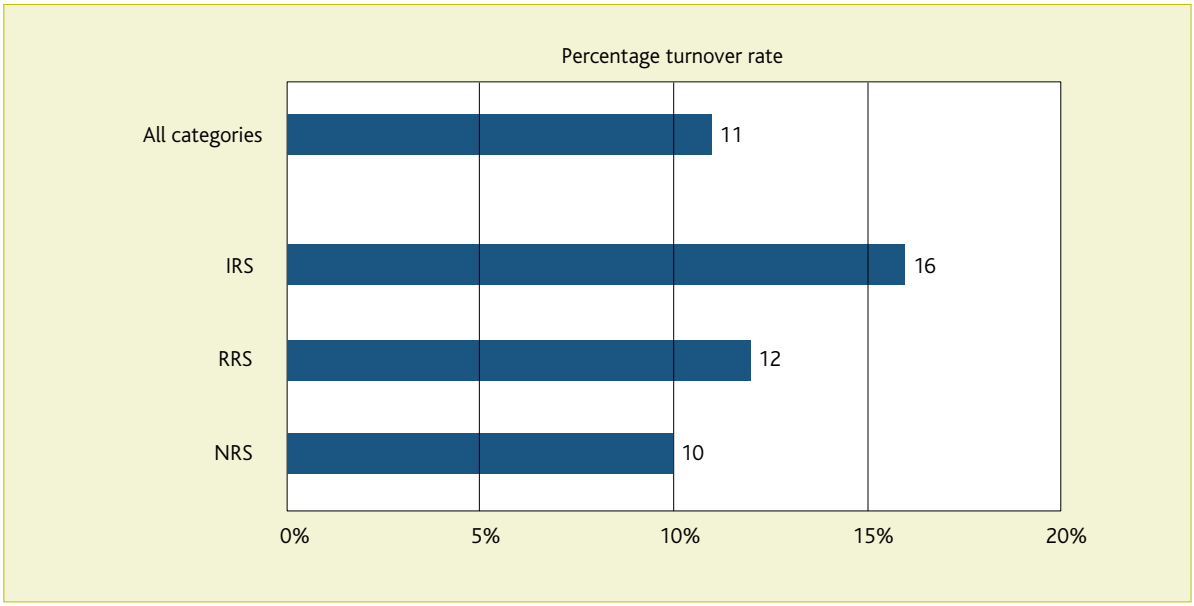
Only two records did not identify the employment conditions of the former staff member.

9.17 It is difficult to compare these data directly with the corresponding data from the 2003 survey. In that survey, IRS accounted for 11 percent of all departures during 2001–2003, RRS accounted for 3 percent, and NRS accounted for 77 percent. However no records of employment conditions were provided for the further 9 percent of departures.

9.18 To provide another perspective on the departures within each employment category, the annual rates of departure during 2003–2008 can be related to the population of staff employed in each category as at April 2008 (see Figure 9H). The gross annual

turnover rate for IRS (16 percent) emerged as being substantially greater than the gross annual turnover rate for RRS and NRS.

FIGURE 9H Gross annual turnover rate: IRS-RRS-NRS

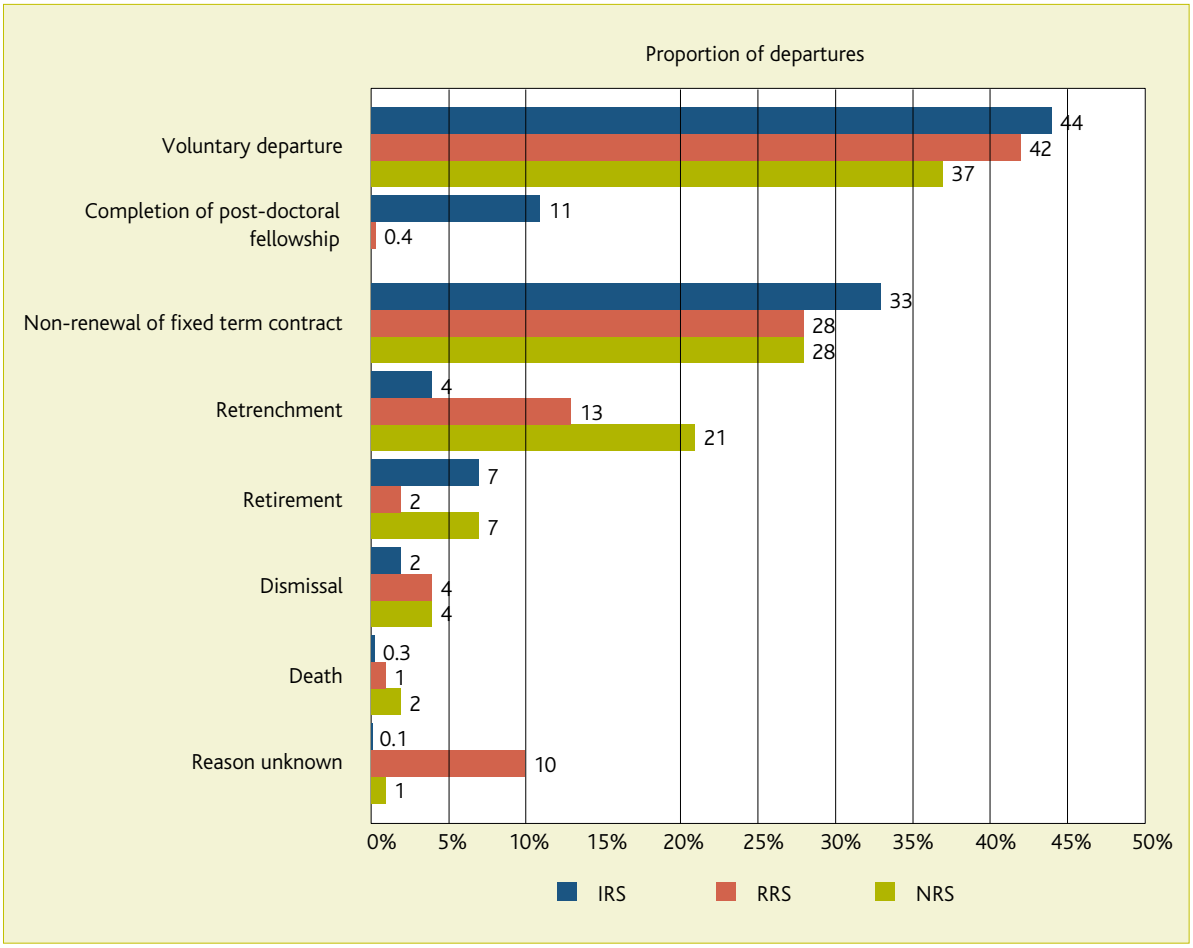


9.19 The gross annual turnover for each employment category has been further analyzed in terms of the reasons for departure. As Figure 9J shows, the principal reasons cited for IRS departures (other than completing a post-doctoral fellowship) were "voluntary departure" (44 percent), "non-renewal of fixed-term contract" (33 percent) and "retirement" (7 percent).

9.20 It is notable that "voluntary departure" was the principal reason for departure in all employment categories, and in comparable proportions for IRS and RRS, with NRS slightly less. It is also notable that "non-renewal of fixed-term contract" was the second most frequent principal reason for departure in all employment categories, with IRS having a slightly higher proportion of departures for this reason than RRS and NRS, which were identical.

9.21 While "retirement" was the third principal reason for IRS departures (recognizing that completion of a post-doctoral fellowship should not be factored into this question because of its inherent term limitation), the third most common reason for RRS and NRS was "retrenchment". There was no great difference between IRS and the other two employment categories in the two most common reasons for departure. "Voluntary departure" and "non-renewal of fixed-term contract" accounted for a total of 77 percent of IRS departures, 70 percent of RRS departures and 65 percent of NRS departures.

FIGURE 9J: Reasons for departures: IRS-RRS-NRS

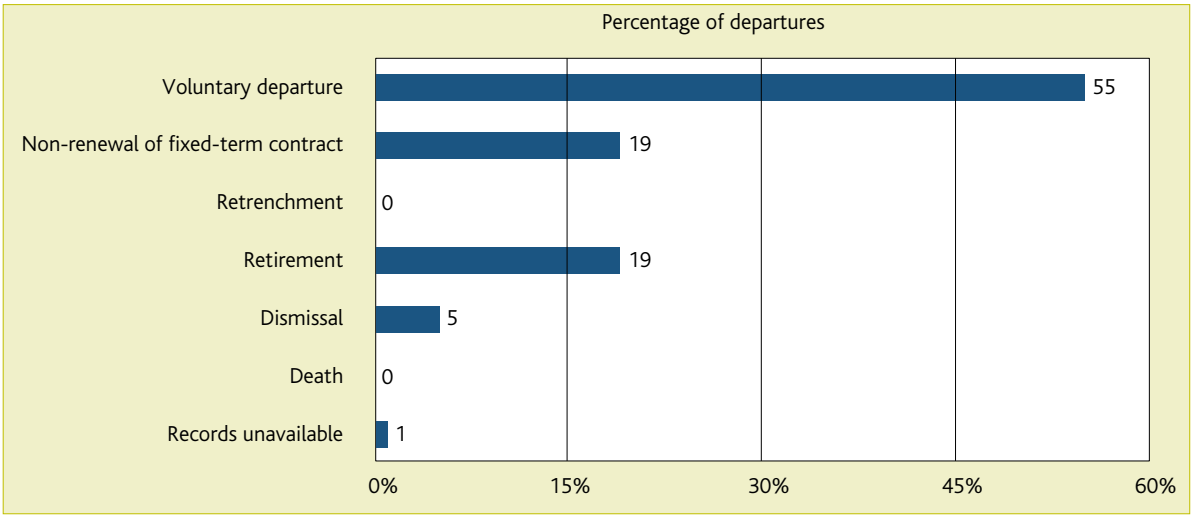


Turnover in the Center Management staff group

9.22 During 2003–2008, a total of 74 Center Management staff left Centers, which corresponded to 11 percent turnover. As mentioned earlier in this report, this led to a net reduction of 8 positions within this staff group. All Center Management staff were employed in the IRS category.

9.23 The reasons for these departures are shown in Figure 9K. The proportion of Center Management who left voluntarily was 55 percent, somewhat higher than the 44 percent recorded for the entire IRS category. Conversely, the proportion of Center Management whose contracts were not renewed was 19 percent, considerably lower than the 33 percent recorded for the entire IRS category. Perhaps unsurprisingly, the proportion of Center Management who retired (19 percent) was substantially higher than the 7 percent recorded across the entire IRS category.

FIGURE 9K: Center Management departures: reasons

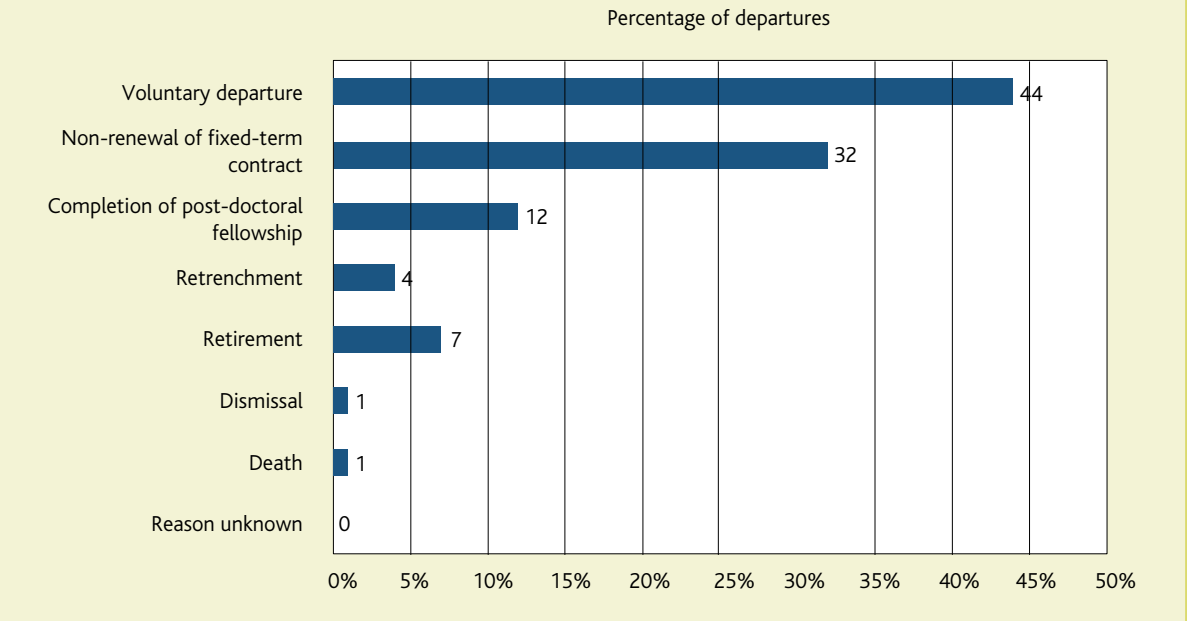


Turnover in the Scientist staff group

9.24 During 2003–2008, 696 members of the Scientist staff group left Centers. This corresponded to 14 percent turnover – the third highest level of turnover recorded among staff groups and considerably higher than the average for all staff groups (11 percent).

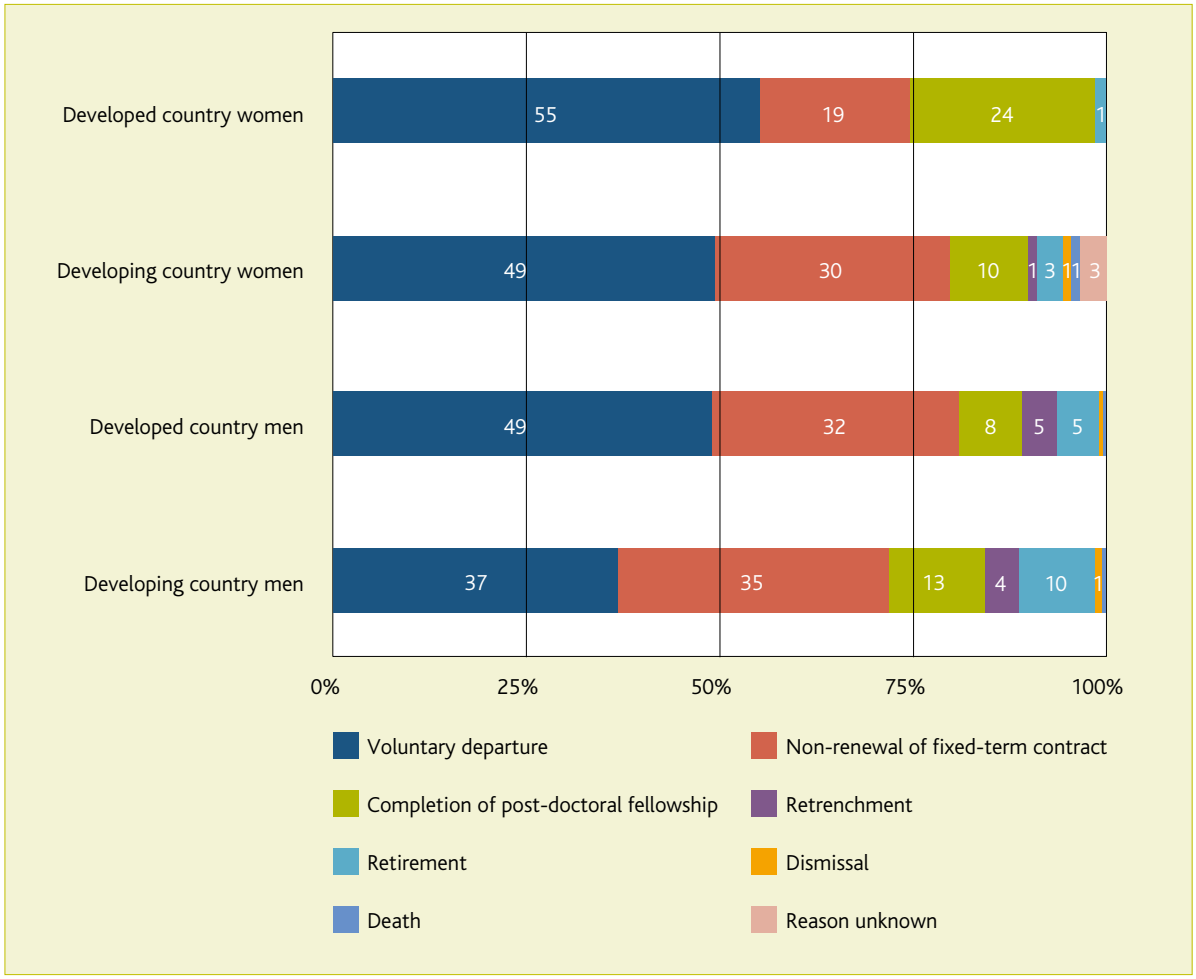
9.25 The reasons for these departures are shown in Figure 9L. The proportion of Scientists who left voluntarily was 44 percent, identical with the proportion recorded for the IRS category. Conversely, the proportion of Scientists whose contracts were not renewed was 32 percent, marginally lower than the 33 percent recorded for the IRS category. Completion of post-doctoral fellowships accounted for another 12 percent of Scientist departures.

FIGURE 9L: Scientist departures 2003–2008: reasons



9.26 When the reasons for departure are disaggregated by gender and diversity of nationality (see Figure 9M), some notable differences emerge. "Voluntary departure" ranged from 37 percent for developing country men to 55 percent for developed country women. These extremes were reversed for "non-renewal of fixed-term appointments", which accounted for only 19 percent of developed country women departures but 35 percent of developing country men departures.

FIGURE 9M: Scientist departures, by gender and diversity of nationality 2003–2008: reasons



Summary

9.27 Gross turnover during the survey period 2003–2008 was 11 percent, which was lower than for the previous survey period (2003–2003). "Normal" turnover, which excluded retrenchment, was 9 percent. The principal reasons for leaving were "voluntary departure" (39 percent), "non-renewal of fixed-term contract" (29 percent) and "retrenchment" (18 percent).

9.28 Three staff groups considerably exceeded the 11 percent turnover figure: Science Support Professionals (16 percent turnover), ICT Services (15 percent) and Scientists (14 percent).

9.29 A substantially higher proportion of women (51 percent) chose to depart voluntarily than men (33 percent), but there was virtually no gender difference in rates of non-renewal of fixed-term contracts (approximately 30 percent). Women were retrenched at only half the rate of men (10 percent versus 21 percent).

9.30 Specific reasons for voluntary departure were known for only 55 percent of such departures. Of the known reasons, "appointment to a private sector organization" was the most common (22 percent of women's voluntary departures, 19 percent of men's departures). "Children or family issues" was cited as a reason for 8 percent of women's voluntary departures, versus 3 percent of men's departures.

9.31 IRS turnover (16 percent) was disproportionately high. The main reasons for IRS departures were "voluntary departure" (44 percent), "non-renewal of fixed-term contract" (33 percent) and "retirement" (7 percent). "Completion of a post-doctoral fellowship" accounted for 11 percent of IRS departures, but this is a predictable consequence of such fellowships.

9.32 Turnover in the Center Management staff group was 11 percent, identical to the average across Centers for all staff groups. Fifty-five percent left voluntarily, contracts were not renewed for 19 percent and 19 percent retired.

9.33 Turnover in the Scientist staff group was 14 percent, the third highest for all staff groups. Forty-four percent left voluntarily, contracts were not renewed for 32 percent and 7 percent retired. Completion of a post-doctoral fellowship accounted for 12 percent of the Scientist staff group's reasons for departure.

10 Governance, leadership and corporate support

10.1 Governance of the CGIAR is the responsibility of the 15 Centers' Boards of Trustees. Leadership of the Centers is provided by the Directors General. Scientific guidance is provided across the CGIAR by the CGIAR Science Council. The System Office Units provide specialist support to the CGIAR System as a whole and to Centers on an individual basis.

10.2 With the exception of Directors General, who are ex officio members of their Center's Board, Board members are not employees of the CGIAR. Nor are members of the Science Council, except for the Science Council Secretariat. Directors General, staff members of the Science Council Secretariat, and staff of the System Office Units are all CGIAR employees.

BOARDS OF TRUSTEES

10.3 In 2008, the CGIAR had a total of 169 Board member positions (excluding the ex officio Director General positions). However, these 169 positions were filled by 156 individuals, because 11 people served on two Boards and one served on three Boards. The analyses in this report focus on the 169 Board positions. While it might be argued that this involves a degree of double-counting or triple-counting, it provides the most accurate insight to the diversity and gender balance within the individual Boards.

10.4 Of the 169 Board positions in 2008:

- 54 positions (32 percent) were filled by women, and
- 85 positions (50 percent) were filled by developing country nationals.

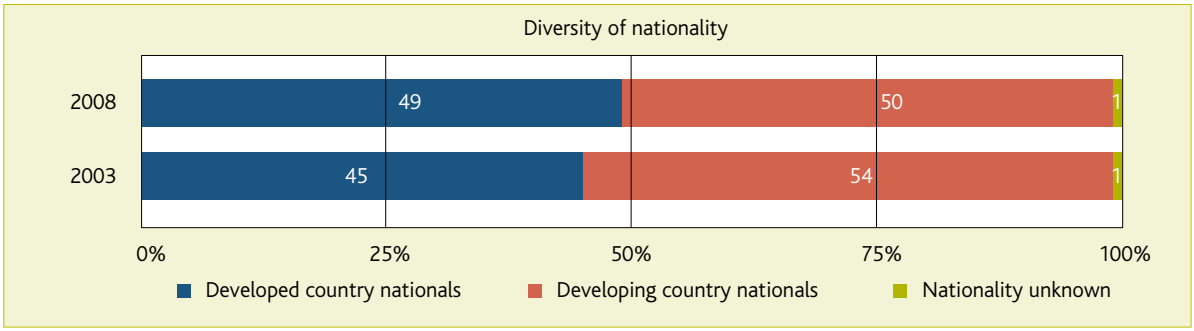
Gender and nationality details were not available for one Board member. A summary of the nationalities of Board positions' incumbents appears in Appendix 9.

10.5 By comparison, in 2003 there were 207 Board member positions (excluding the 16 ex officio Director General positions at that time). Of these positions, 62 (30 percent) were filled by women, and 112 (54 percent) were filled by developing country nationals.

Diversity of nationality

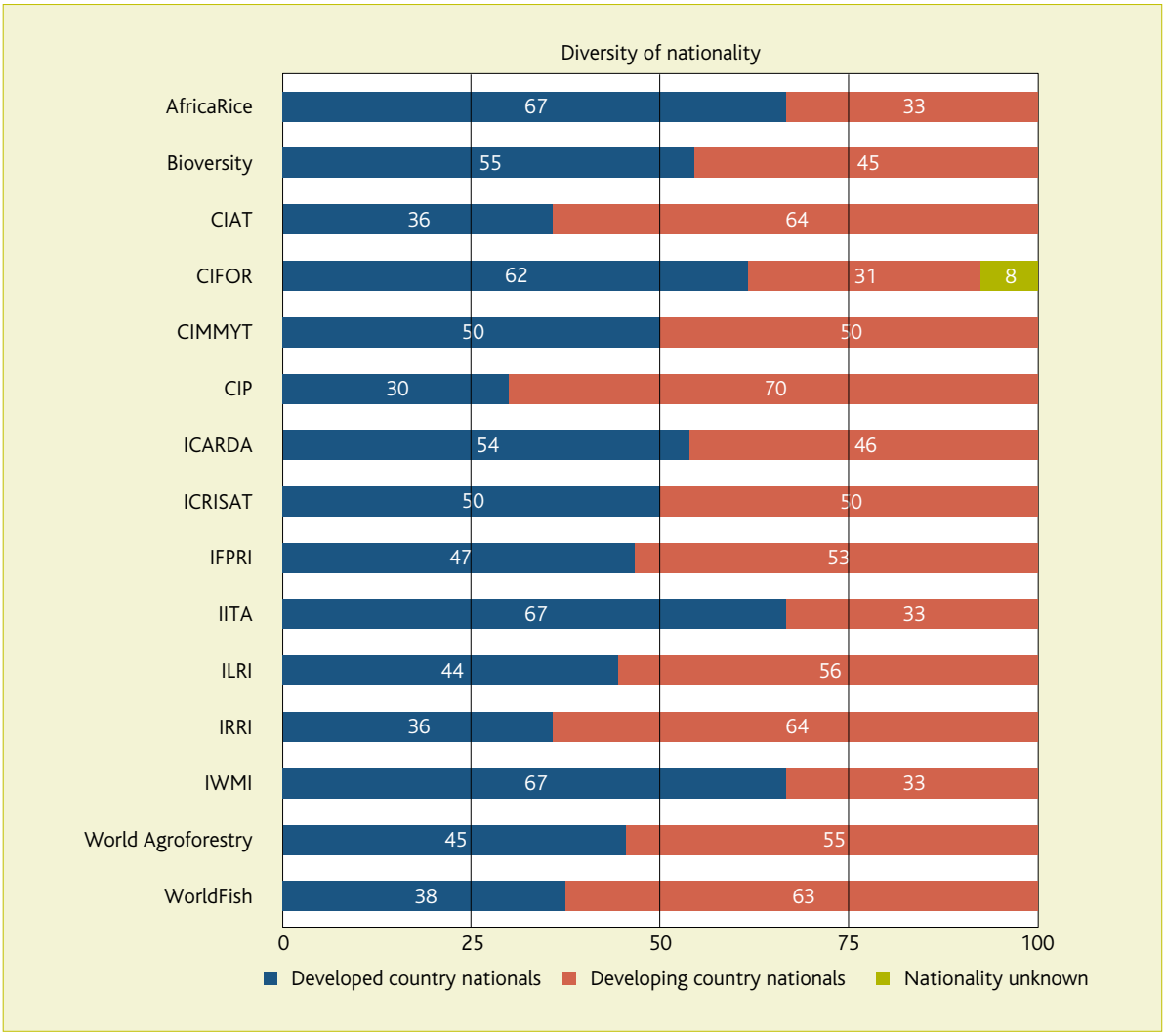
10.6 In the context of an overall contraction of 38 Board positions (18 percent) between 2003 and 2008, the number of positions filled by developing country nationals fell by 27 (24 percent), from 112 in 2003 to 85 in 2008. The number of Board positions filled by developed country nationals fell by 11 (13 percent), from 94 in 2003 to 83 in 2008. The overall impact was to reduce the proportion of Board positions filled by developing country nationals from 54 percent in 2003 to 50 percent in 2008.

FIGURE 10A: All Centers' Boards: diversity of nationality, 2003-2008



10.7 The diversity of nationality in individual Boards is shown in Figure 10B. Note that the scale presents the percentage of developed and developing country nationals respectively while the values within the individual bars indicate the actual number of Board members. The proportion of developing country nationals ranged from 31 percent (CIFOR) to 70 percent (CIP). Nine Centers exceeded the all-Centers' average (49 percent) for Board members who were developing country nationals.

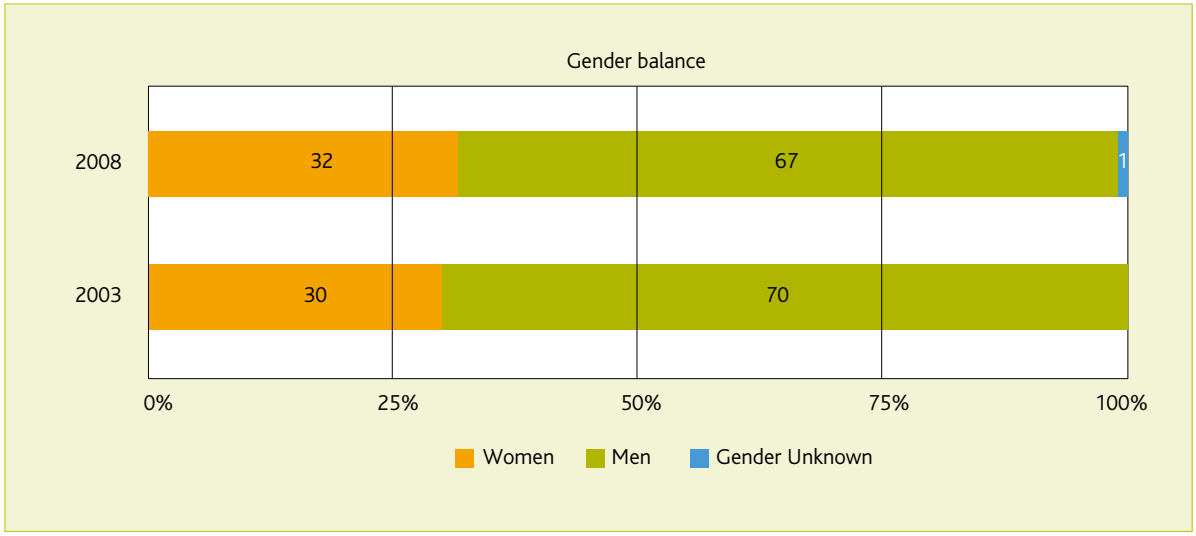
FIGURE 10B: Individual Center Boards: diversity of nationality, 2008



Gender balance

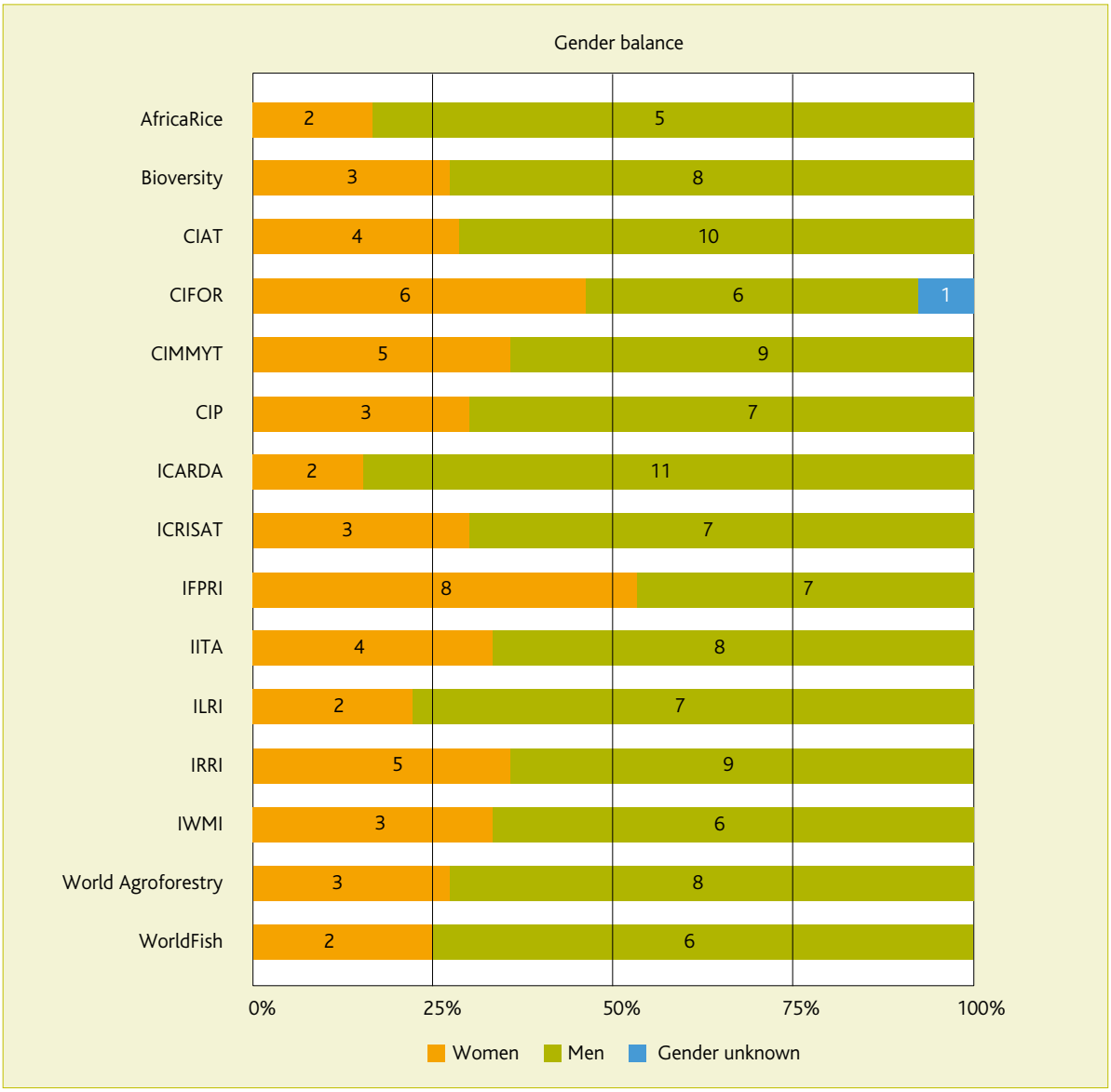
10.8 Within the overall contraction of 38 Board positions (18 percent) between 2003 and 2008, the number of positions filled by women fell by 8 (13 percent), from 62 in 2003 to 54 in 2008. However, the number of Board positions filled by men fell by 30 (21 percent), from 144 in 2003 to 114 in 2008. The overall impact was to increase the proportion of Board positions filled by women from 30 percent in 2003 to 32 percent in 2008.

FIGURE 10C: All Center Boards: gender balance, 2003-2008



10.9 The gender balance in individual Center Boards is shown in Figure 10D. Note that, while the scale shows the percentage of women and men respectively, the values within the individual bars show the actual number of Board members. The proportion of women Board members ranged from 15 percent (ICARDA) to 53 percent (IFPRI). Eight Centers exceeded the all-Centers' average (32 percent) for women Board members.

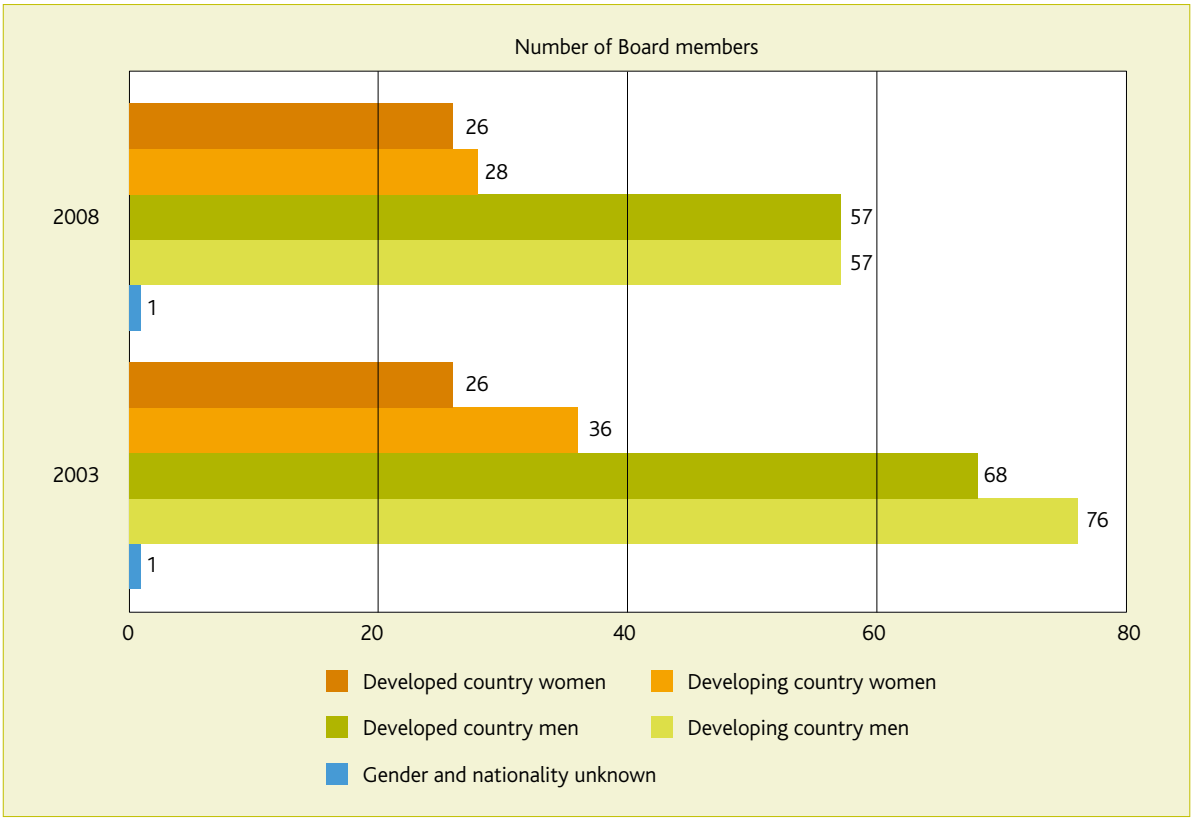
FIGURE 10D: Individual Center Boards: gender balance, 2008



Gender and diversity of nationality combined

10.10 The overall changes in the number of Board positions, and the gender and nationality of the Board members are shown in Figure 10E. As this shows, the most notable changes are the 25 percent reduction in men who were developing country nationals and the 22 percent reduction in women who were developing country nationals.

FIGURE 10E: All Center Boards: gender and nationality composition, 2003-2008



DIRECTORS GENERAL

10.11 Overall leadership of each CGIAR Center is the responsibility of its Director General, who is accountable to the Center's Board of Trustees. As Directors General work in partnership on issues of strategic and operational significance to the CGIAR, appropriate diversity and gender balance across the Directors General as a group is significant to the effectiveness of the CGIAR in undertaking its mission. However, as Director General recruitment is the responsibility of each individual Center's Board, there is limited opportunity to achieve a particular diversity or gender balance across the group of Directors General as a whole.

Overview

10.12 Key details for the 15 CGIAR Directors General in 2008:

- 4 were developing country nationals, and
- 2 were women, both from developed countries.

Key Changes 2003–2008

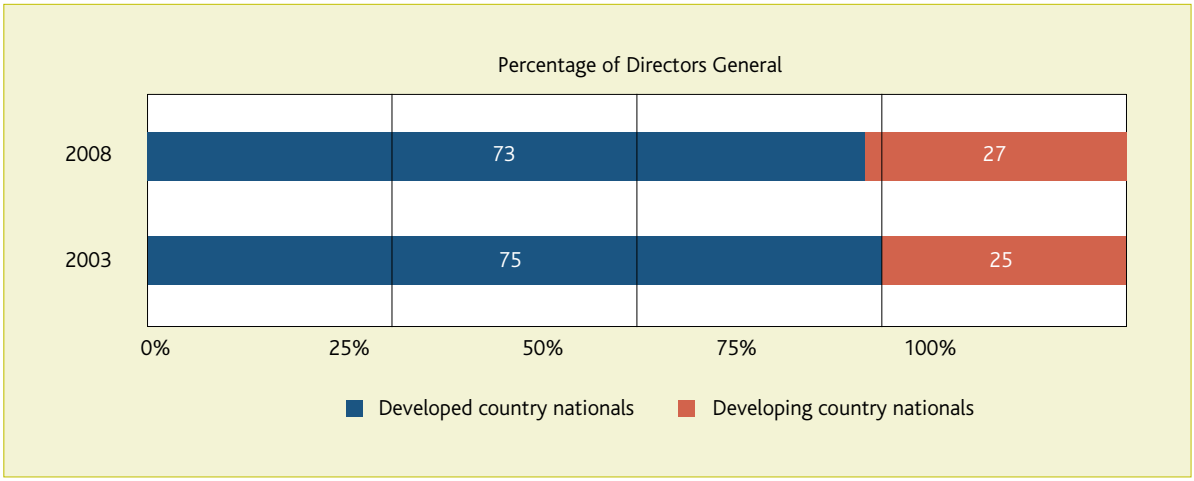
10.13 There was one less Director General in 2008 than 2003. This was due to the transformation of one Center, the International Service for National Agricultural Research (ISNAR), into a program within the International Food Policy Research Institute (IFPRI). Nine of the Directors General had been appointed after 2003, while six had been in the same posts in 2003.

Diversity of nationality

10.14 In April 2008, 11 of the 15 Directors General (73 percent) were nationals of developed countries: the United States (6), Australia, Belgium, Canada, Germany and the United Kingdom (1 each). Two of these were women; both from the United States.

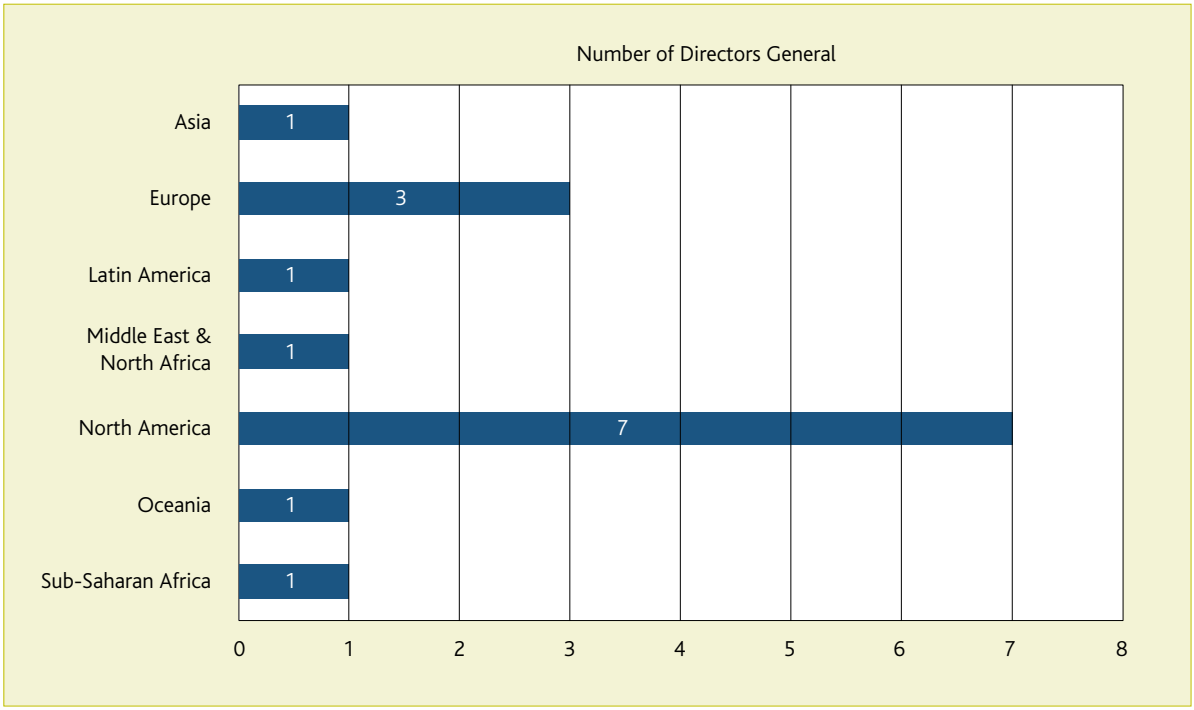
10.15 Four of the 15 Directors General (27 percent) in 2008 were nationals of developing countries (Lebanon, the Philippines, Senegal and Uruguay), and all four were men.

FIGURE 10F Directors General: diversity of nationality, 2003–2008



10.16 In 2008, Directors General were drawn from every major global region (see Figure 10G).

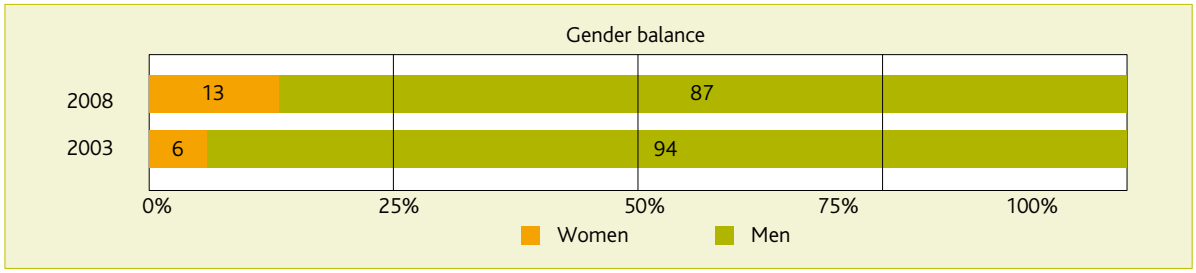
FIGURE 10G Directors General: regional representation, 2008



Gender balance

10.17 In April 2008, two (13 percent) of the 15 Directors General were women. Both were nationals of developed countries.

FIGURE 10H Directors General: gender balance 2003–2008



Gender and diversity of nationality of Directors General across Centers

10.18 The distribution of individual Centers' Directors General across the four gender/diversity categories is shown in Figure 10J.

FIGURE 10J: Directors General: gender and diversity of nationality, 2008

CGIAR SCIENCE COUNCIL

10.19 In 2008, the Science Council comprised eight members. Of these, there was one developing country national and one woman.

10.20 The Science Council is supported by its own secretariat whose members are employed by the CGIAR. In 2008, the Science Council Secretariat had a staff of 11. Nine of these staff (82 percent) were developed country nationals and seven (64 percent) were women. The gender and diversity balance of the Science Council and the Science Council Secretariat are shown in Figures 10K and 10L.

FIGURE 10K: CGIAR Science Council and Secretariat: diversity of nationality, 2008

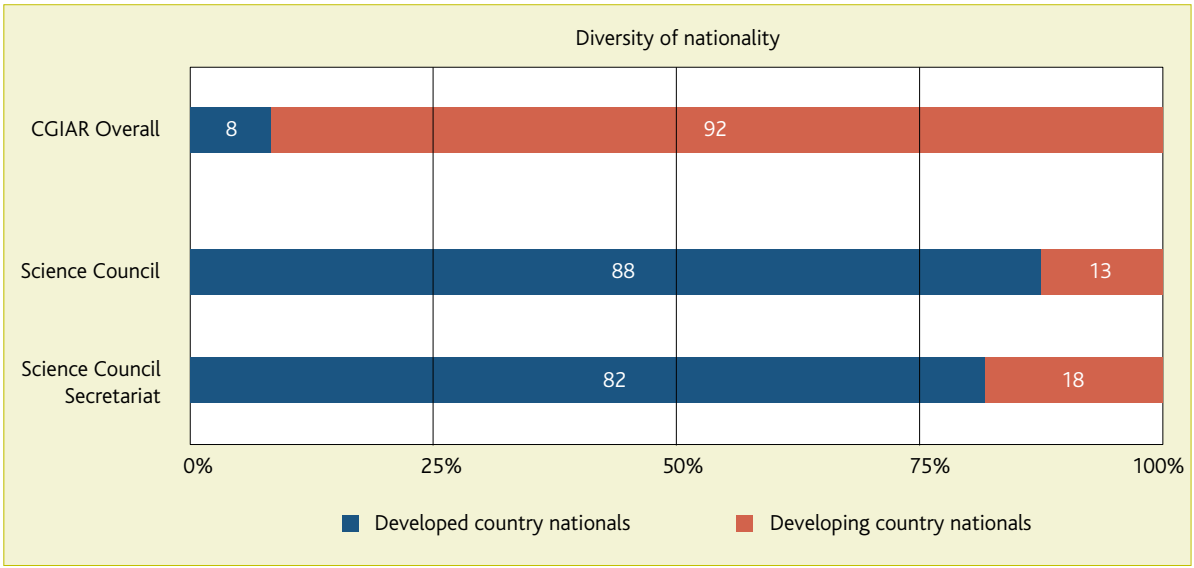
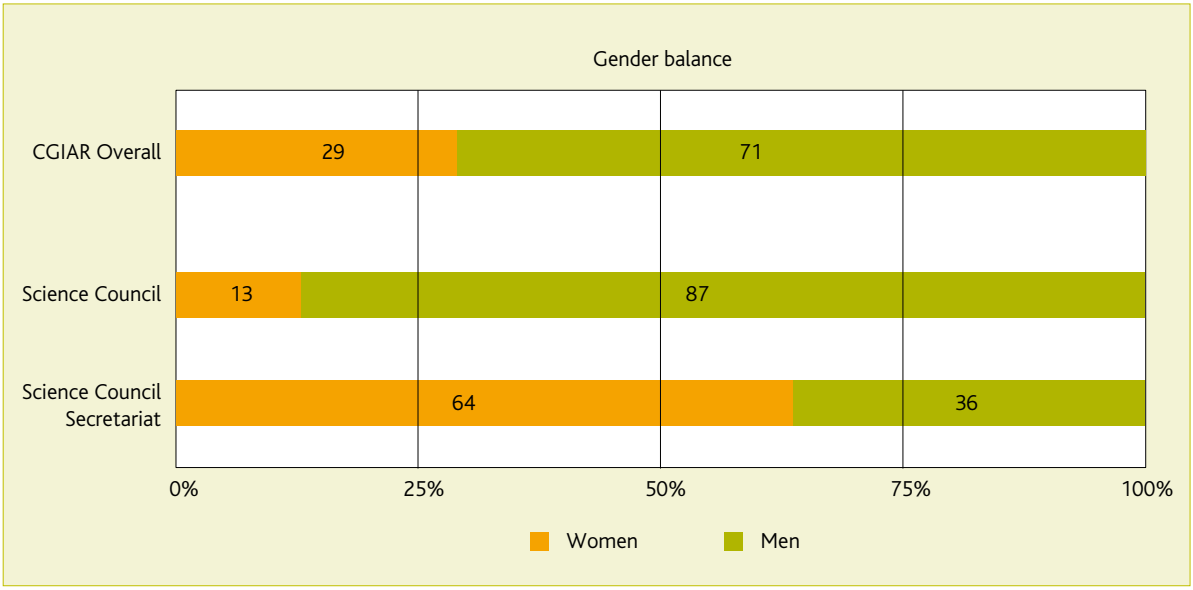


FIGURE 10L: CGIAR Science Council and secretariat: gender balance, 2008



CGIAR SYSTEM OFFICE UNITS

10.21 The System Office Units provide specialist support to the CGIAR System as a whole and to Centers on an individual basis. In order of descending staff numbers, in 2008, these units comprised:

- CGIAR Secretariat, with 27 staff, headquartered in the United States,
- Gender & Diversity Program (G&D), with 11 staff, headquartered in Kenya,
- Internal Audit, with 9 staff, headquartered in the Philippines,
- Center Advisory Service for Intellectual Property (CAS-IP), with 3 staff, headquartered in Italy,
- Information and Communications Technologies – Knowledge Management (ICT-KM), with 3 staff, headquartered in Italy,
- Alliance Office, with 2 staff, headquartered in Italy,
- Media Unit, with 2 staff, headquartered in Kenya.

The majority of staff members in these Units are employed by individual CGIAR Centers who serve as "host Centers".

Overview

10.22 Key details for the System Office Units:

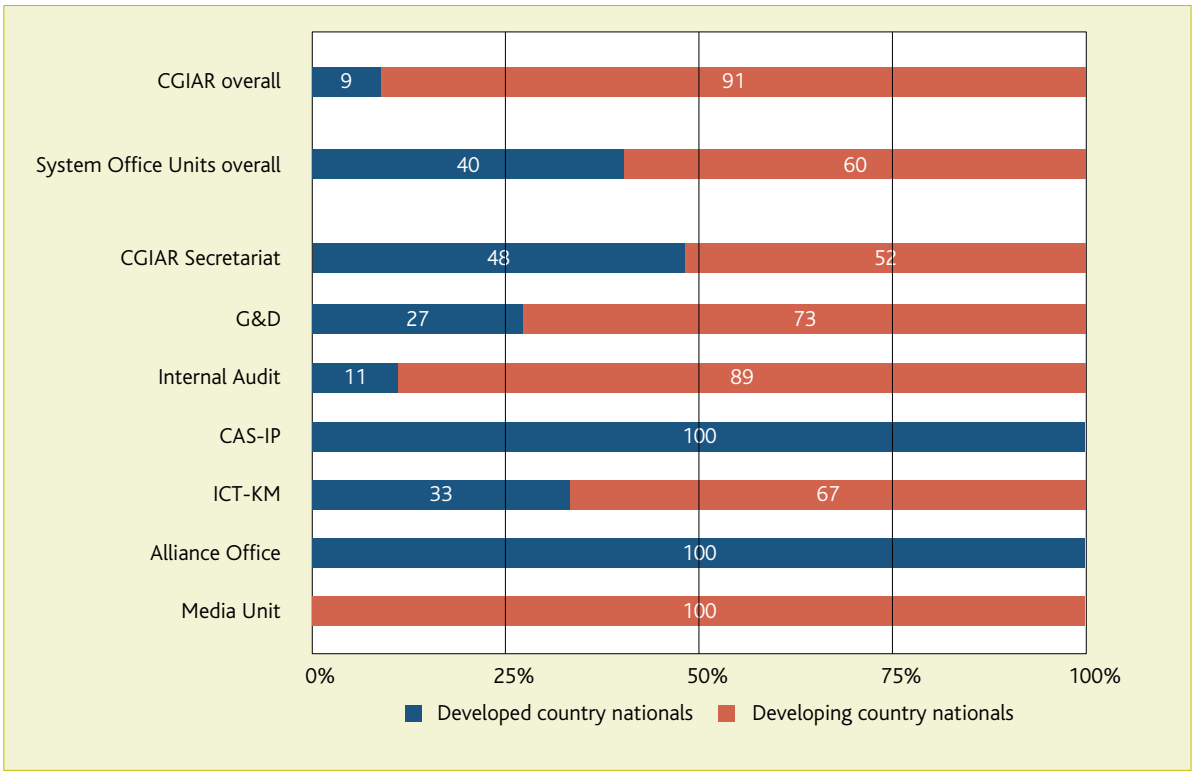
- 57 staff (0.7 percent of the total staff of the CGIAR),
- 34 staff (60 percent) were developing country nationals, and
- 40 staff (70 percent) were women.

Diversity of nationality across CGIAR System Office Units

10.23 Of the 57 staff in the System Office Units in April 2008, 23 (40 percent) were developed country nationals and 34 (60 percent) were developing country nationals. The diversity balance across the System Office Units individually and collectively is shown in Figure 10M which also compares the balance with the CGIAR-wide proportions.

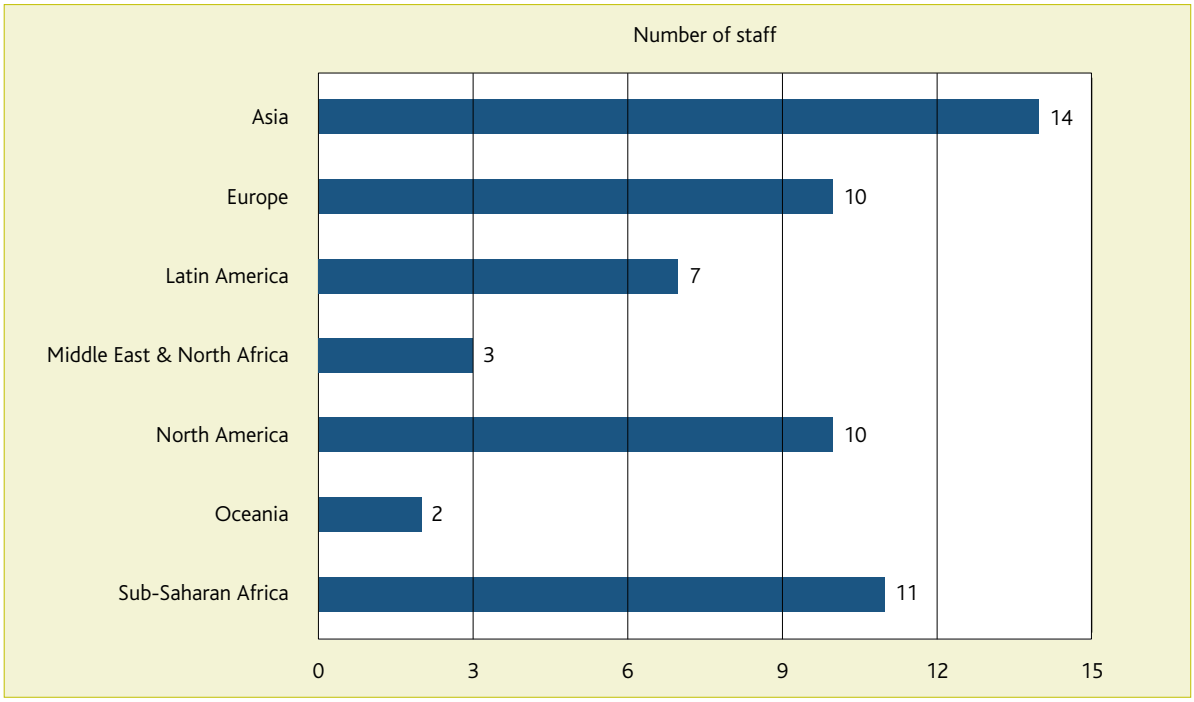
10.24 The small number of staff makes it difficult to draw valid observations about the proportions of developed country nationals versus developing country nationals within the System Office Units. However, within the larger units (CGIAR Secretariat, Gender & Diversity Program and Internal Audit) developing country nationals were well represented.

FIGURE 10M: System Office Unit staff: diversity of nationality, 2008



10.25 Another perspective on diversity of nationality is provided by Figure 10N. It presents the System Office Unit staff members according to their regions of national origin.

FIGURE 10N: System Office Unit staff: regions of nationality, 2008

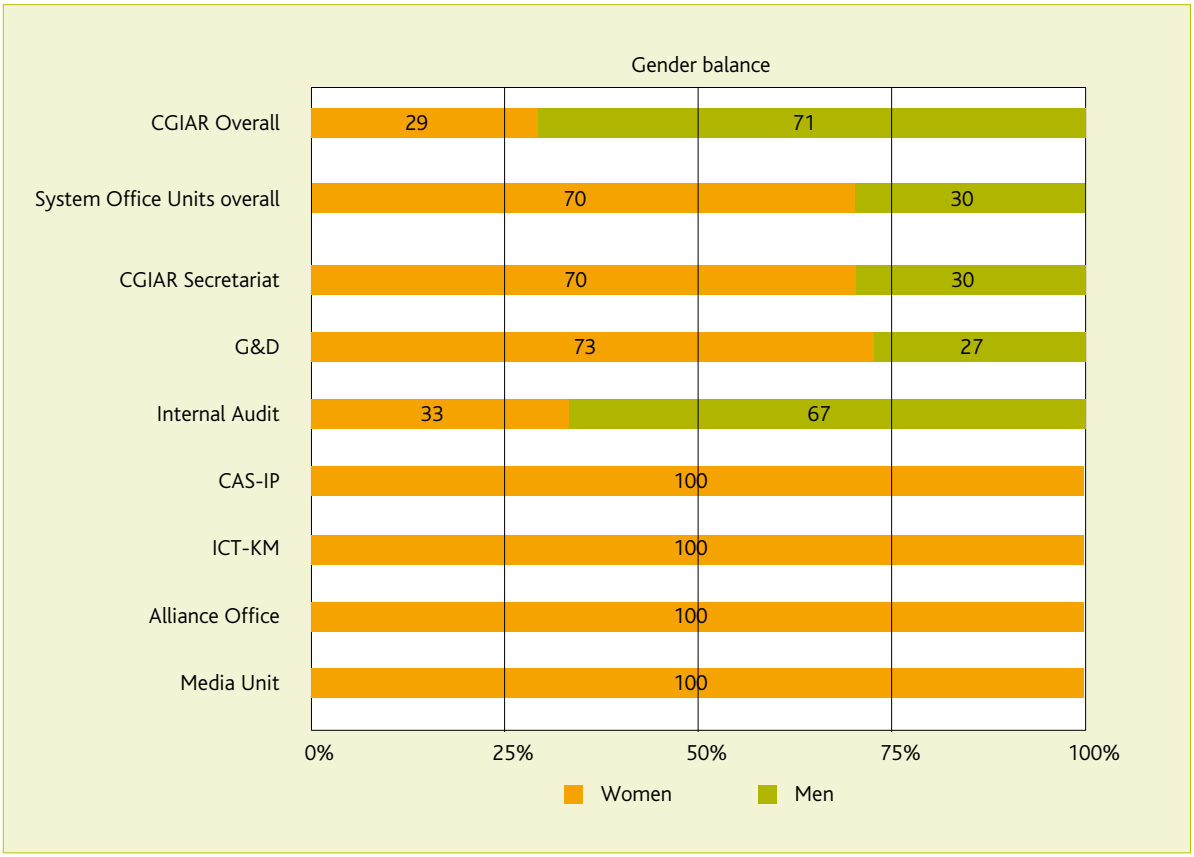


Gender balance across CGIAR System Office Units

10.26 Of the 57 staff in the System Office Units in April 2008, 40 (70 percent) were women and 17 (30 percent) were men. The gender balance across the System Office Units individually and collectively is shown in Figure 10P, which also compares the balance with the CGIAR-wide proportions.

10.27 Again, the small number of staff in many System Office Units makes it difficult to draw valid observations about the relative proportions of women and men within those units. However, men seem under represented.

FIGURE 10P: System Office Unit staff: gender balance



Summary

10.28 The number of Board positions contracted from 207 (excluding Directors General) in 2003 to 169 in 2008. The most notable change was in the number of positions filled by developing country nationals, which contracted from 112 to 85. The number of positions filled by developing country men in this group fell by 25 percent, while the number of positions filled by developing country women fell by 22 percent.

10.29 There were almost identical numbers of Board positions filled by developed country nationals and developing country nationals respectively. Within individual Centers, the proportion of Board positions filled by developing country nationals ranged from 31 percent to 70 percent.

10.30 While the numbers of Board positions filled by both men and women fell between 2003 and 2008, the reduction was much greater among men, leading to a slight increase in the proportion of Board positions filled by women (32 percent). Within individual Centers, the proportion of Board positions filled by women ranged from 15 percent to 53 percent.

10.31 The number of Directors General who were nationals of developing countries remained the same between 2003 and 2008. The number of women Directors General increased from one to two in this period.

10.32 The representation of developing country nationals on the Science Council was low (13 percent), as was the representation of women (14 percent). While the representation of developing country nationals on the Science Council Secretariat also was low (18 percent), there was substantial representation of women (64 percent).

10.33 The generally small numbers of staff in the various System Office Units tend to limit observations about diversity and gender balance. Taking them all together, however, it is clear that developing countries are well represented and men are fairly underrepresented.

APPENDIX 1

Survey questionnaires

Five questionnaires were used for the 2008 HR Survey. Their titles were:

(a) Staff currently employed by a Center as at 30 April 2008
(b) Staff who ceased employment with a Center during the period 1 May 2003 - 30 April 2008
(c) Staff currently employed by a System Office Unit[6] as at 30 April 2008
(d) Staff currently employed by the CGIAR Secretariat as at 30 April 2008
(f) Staff currently employed by the Science Council Secretariat as at 30 April 2008

The content of each of these questionnaires is listed below.

A Staff currently employed by a Center as at 30 April 2008

- Center name
- Country of primary duty station
- Type of office: HQ/ regional office/ sub-regional office/ country office/ field office/ other
- Gender
- Year of birth
- Staff member's nationality (with second nationality in the case of staff holding dual nationality
- Staff group (i.e. Scientist, Administrator, etc) and grade; both current and on appointment
- Employment conditions (i.e. IRS/RRS/NRS), both current and on appointment
- Appointment[7] (if any) at other Center/s: whether staff member had held an appointment at another CGIAR Center prior to his/her appointment at current Center; if so, at how many Centers?
- Date of appointment
- Basis of appointment: open, competitive recruitment/complementary appointment as spouse or partner/direct hire/other
- Highest qualification: PhD or DSc/ master's degree/ bachelor's degree/ paraprofessional qualification or technical college diploma/ completed secondary school to matriculation status/ did not complete secondary school/other
- Year of completing highest qualification
- Country in which highest qualification was awarded
- Discipline area in which highest qualification was awarded (only for staff holding a university degree or paraprofessional qualification/technical diploma): natural sciences/ social sciences/ GIS, statistics or biometry/ communications, information sciences or IT/ management and administration, i.e. business or finance or HR or facilities management, etc/ other
- Whether appointment was a joint appointment with another Center/ Challenge program/ National Agricultural Research Institute/ University/ Advanced

6 Excluding CGIAR Secretariat
7 For staff in the Scientist and Center Management categories only

Research Institute/ other research institute/ private sector/ other; if so, percentage contribution of each partner, and country in which partner organization is located
- Length of current contract
- Working hours, i.e. full-time, part-time (between 75-100% of full-time), or part-time (less than 75% of full-time)
- Whether appointment was on a job-sharing arrangement; if so, percentage of time
- Whether staff member had approval for flexi-place[8] work location; if so, period of time spent at alternative location (less than 25% of year/25-49%/50-74%/75% or more)
- Whether staff member had physical disabilities, i.e. physically challenged, i.e. loss or malfunction of part of body/ legally blind/ hearing impaired/ speech impaired/ other
- Current family status: whether staff member had a spouse or partner living at duty station/ had a spouse or partner living outside the duty station/ was single, divorced, separated or widowed
- Children: whether staff member had children living at duty station/ had children living outside the duty station/ had no children

B Staff who ceased employment with a Center during the period 1 May 2003 - 30 April 2008

- Center name
- Country of primary duty station
- Type of office: HQ/regional office/sub-regional office/country office/field office/ other
- Gender
- Year of birth
- Staff member's nationality (with second nationality in the case of staff holding dual nationality
- Staff group (i.e. Scientist, Administrator, etc) and grade, both on appointment and on departure
- Employment conditions (i.e. IRS/RRS/NRS), both on appointment and on departure
- Date of appointment
- Date of departure
- Basis of appointment: open, competitive recruitment/complementary appointment as spouse or partner/direct hire/other
- Highest qualification: PhD or DSc/ master's degree/ bachelor's degree/ paraprofessional qualification or technical college diploma/ completed secondary school to matriculation status/ did not complete secondary school/other
- Year of completing highest qualification
- Country in which highest qualification was awarded
- Discipline area in which highest qualification was awarded (only for staff holding a university degree or paraprofessional qualification/technical diploma): natural

8 An approved work location other than at the Center's official location/s

sciences/ social sciences/ GIS, statistics or biometry/ communications, information sciences or IT/ management and administration, i.e. business or finance or HR or facilities management, etc/ other

- Reason for departure: voluntary/ non-renewal of fixed term contract/ completion of Post-Doctoral Fellowship/ retrenchment (i.e. termination of contract before contract end-date as part of Center downsizing)/ retirement/ dismissal/ death
- Reason for voluntary departure (where relevant): personal health issues/ spouse or partner issues/ children or family issues/ insecurity or risk of location/ to continue education/ inadequate career opportunities within home Center/ appointment to another Center/ appointment to another international organization/ appointment to national research organization/ appointment to university/ appointment to private sector organization/ other reason
- Reason for non-renewal of contract (where relevant): changes in Center's science or regional priorities/ Center financial reasons (downsizing)/ performance deficiencies
- Type of retirement (where relevant): normal age retirement/early retirement
- Reason for dismissal (where relevant): disciplinary reasons/ performance deficiencies/other
- Family status on departure: whether staff member had a spouse or partner living at duty station/ had a spouse or partner living outside the duty station/ was single, divorced, separated or widowed
- Children: whether staff member had children living at duty station/ had children living outside the duty station/ had no children

C Staff currently employed by a System Office Unit[9] as at 30 April 2008

- Unit name
- Country of primary duty station
- Gender
- Year of birth
- Staff member's nationality (with second nationality in the case of staff holding dual nationality
- Job title
- Area of current specialization: primary and secondary expertise respectively
- Staff group and grade; both current and on appointment
- Employment conditions (i.e. IRS/RRS/NRS), both current and on appointment
- Date of current appointment
- Basis of appointment: open, competitive recruitment/ complementary appointment as spouse or partner/ direct hire/ other
- Highest qualification: PhD or DSc/ masters degree/ bachelors degree/ paraprofessional qualification or technical college diploma/ completed secondary school to matriculation status/ did not complete secondary school/other
- Year of completing highest qualification
- Country in which highest qualification was awarded
- Discipline area in which highest qualification was awarded (only for staff holding

9 Excluding CGIAR Secretariat

a university degree or paraprofessional qualification/technical diploma): natural sciences/ social sciences/ GIS, statistics or biometry/ communications, information sciences or IT/ management and administration, i.e. business or finance or HR or facilities management, etc/ other

- Whether appointment was a joint appointment with another Center/ Challenge Program/ National Agricultural Research Institute/ University/ Advanced Research Institute/ other research institute/ private sector/ other; if so, percentage contribution of each partner, and country in which partner organization is located
- Working hours, i.e. full-time, part-time (between 75-100% of full-time), or part-time (less than 75% of full-time)
- Whether staff member had physical disabilities, i.e. physically challenged, i.e. loss or malfunction of part of body/ legally blind/ hearing impaired/ speech impaired/ other
- Current family status: whether staff member had a spouse or partner living at duty station/ had a spouse or partner living outside the duty station/ was single, divorced, separated or widowed
- Children: whether staff member had children living at duty station/ had children living outside the duty station/ had no children

D Staff currently employed by the CGIAR Secretariat as at 30 April 2008

- Gender
- Year of birth
- Staff member's nationality (with second nationality in the case of staff holding dual nationality
- Date of current appointment
- Job title
- Area of specialization, including primary and secondary specialization
- Whether staff member had physical disabilities, i.e. physically challenged, i.e. loss or malfunction of part of body/ legally blind/ hearing impaired/ speech impaired/ other

E Staff currently employed by the Science Council Secretariat as at 30 April 2008

Information requested in same fields as for CGIAR Secretariat.

APPENDIX 2

Nationalities of Center staff

Classification of countries as "developed" and "developing" status

Classification of countries as "developed" or "developing" is based on World Bank data on per capita gross national income (GNI). GNI divisions include: low income (US$935 or less), lower middle income (US$936-3,705), upper middle income (US$3,706-11,455), and a high income (US$11,456 or more). Countries with low income and middle income economies are labeled "developing countries", and those with a high income economy are labeled "developed countries".

The use of this classification simplifies reporting, However classification by income does not necessarily reflect development status. It is acknowledged that not all economies in these income groups have similar levels of development, and that the high income economies have not reached a preferred or final stage of development.

The following lists, by number, the nationalities of all Center staff. Note that developed countries are marked with an asterisk. All other countries are developing countries.

Region	Sub-region	Country of Nationality	No. of staff
Asia	Central & West Asia	Afghanistan	12
		Kazakhstan	6
		Uzbekistan	52
	East Asia	China (PRC)	50
		Japan*	25
		Korea (North)	4
		Korea (South)	9
		Mongolia	1
		Taiwan	1
	South Asia	Bangladesh	54
		Bhutan	1
		India	958
		Nepal	21
		Pakistan	27
		Sri Lanka	134
	Southeast Asia	Cambodia	10
		Indonesia	173
		Laos	18
		Malaysia	71
		Myanmar	3
		Philippines	856

	Southeast Asia (cont.)	Singapore*	1
		Thailand	14
		Vietnam	21
Europe	Eastern & Southeastern Europe	Bulgaria	1
		Czech Republic*	2
		Poland	3
		Russia	4
		Slovak Republic*	2
		Slovenia*	1
		Turkey	10
		Ukraine	1
		Yugoslavia	1
	Western Europe	Austria*	4
		Belgium*	34
		Denmark*	4
		Finland*	6
		France*	57
		Germany*	64
		Ireland*	9
		Italy*	37
		Malta*	1
		Netherlands*	43
		Norway*	3
		Portugal*	4
		Spain*	4
		Sweden*	5
		Switzerland*	12
		United Kingdom*	89
Latin America	Caribbean	Bahamas*	2
		Barbados*	1
		British Virgin Islands*	5
		Jamaica	1
		Netherlands Antilles*	1
	Central America	Costa Rica	4
		Honduras	9
		Mexico	423
		Nicaragua	7
		Panama	2
	South America	Argentina	4
		Bolivia	3
		Brazil	11
		Chile	2

	South America (cont.)	Colombia	581
		Ecuador	16
		Peru	377
		Uruguay	5
		Venezuela	3
Middle East & North Africa	Middle East	Iran	4
		Iraq	2
		Israel*	1
		Jordan	6
		Lebanon	19
		Syria	343
	North Africa	Algeria	1
		Egypt	95
		Morocco	9
		Sudan	5
		Tunisia	7
North America	Canada	Canada*	33
	United States	United States of America*	163
Oceania	Australia & New Zealand	Australia*	43
		New Zealand*	4
	Pacific Islands	New Caledonia*	2
		Solomon Islands	10
Sub-Saharan Africa	Central Africa	Angola	1
		Cameroon	93
		Chad	1
		Congo	3
		Congo, Dem. Rep. of	28
	East Africa	Burundi	1
		Eritrea	1
		Ethiopia	353
		Kenya	475
		Malawi	102
		Mozambique	55
		Rwanda	12
		Somalia	1
		Tanzania	45
		Uganda	131
	Indian Ocean	Madagascar	2
		Mauritius	1

Sub-Saharan Africa (cont.)	South Africa	Botswana	1
		South Africa	12
		Swaziland	1
		Zambia	14
		Zimbabwe	99
	West Africa	Benin	137
		Burkina Faso	22
		Cape Verde Islands	1
		Gambia	3
		Ghana	47
		Guinea (PRP)	1
		Guinea-Bissau	1
		Ivory Coast (Côte d'Ivoire)	56
		Liberia	2
		Mali Republic	59
		Niger	80
		Nigeria	807
		Senegal	34
		Sierra Leone	7
		Togo	10

APPENDIX 3

Number of CGIAR Center staff in each country

Afghanistan	12
Australia	1
Bangladesh	50
Belgium	4
Benin	218
Bhutan	2
Bolivia	2
Brazil	11
Burkina Faso	10
Burundi	1
Cambodia	16
Cameroon	92
China (PRC)	31
Colombia	614
Congo	2
Congo, Dem. Rep. of	26
Costa Rica	6
Ecuador	17
Egypt	96
Ethiopia	343
France	21
Ghana	45
Guinea (PRP)	1
Honduras	6
India	911
Indonesia	203
Iran	1
Italy	105
Ivory Coast (Côte d'Ivoire)	45
Jordan	4
Kazakhstan	6
Kenya	605
Korea (North)	2
Korea (South)	3
Laos	25
Lebanon	12
Liberia	1
Malawi	120
Malaysia	96
Mali Republic	61
Mexico	470
Morocco	2
Mozambique	56
Myanmar	2
Nepal	14
Netherlands	1
New Caledonia	6
Nicaragua	8
Niger	90
Nigeria	826
Oman	2
Pakistan	20
Peru	396
Philippines	884
Rwanda	6
Senegal	27
Solomon Islands	13
South Africa	12
Sri Lanka	154
Sweden	1
Switzerland	1
Syria	417
Tanzania	39
Thailand	14
Tunisia	5
Turkey	12
Uganda	130
United Arab Emirates	3
United States of America	191
Uzbekistan	61
Vietnam	19
Zambia	11
Zimbabwe	106

APPENDIX 4

Sizes of CGIAR groups across countries

1 The 2003 HR Survey divided Centers' country populations into four categories based on staff numbers:
- very large groups (600-plus staff),
- large groups (300-600 staff),
- medium groups (100-300 staff), and
- moderate groups (50-100 staff).

2 Using the same categorization system, the 2008 survey found the distribution of country populations was the following.
- *Very large groups (600-plus staff):* India (911), the Philippines (884), Nigeria (826), Colombia (614), and Kenya (605). India, the Philippines, Nigeria and Colombia each hosted one Center headquarters, and Kenya hosted two.
- *Large groups (300-600 staff):* Mexico (470), Syria (417), Peru (396), and Ethiopia (343), With the exception of Ethiopia, all these countries hosted a Center headquarters.
- *Medium groups (100-300 staff):* Benin (218), Indonesia (203), USA (191), Sri Lanka (154), Uganda (130), Malawi (120), Zimbabwe (106), and Italy (105). Five of these countries (Benin, USA, Sri Lanka, Indonesia and Italy) hosted a Center headquarters.
- *Moderate groups (50-100 staff):* Egypt (96), Malaysia (96), Cameroon (92), Niger (90), Uzbekistan (61), Mali Republic (59), Mozambique (56), and Bangladesh (50). One of these countries (Malaysia) hosted a Center headquarters.

3 There were also small groups of 20 to 50 staff members in Ghana (45), Ivory Coast (45), Tanzania (39), China (31), Senegal (27), Congo DR (26), Laos (25), France (21), and Pakistan (20). Another 13 countries had between 10 and 19 staff members, 7 countries had between five and nine staff members, and 19 countries had four or fewer staff members.

APPENDIX 5

Center Management staff group: nationalities

Region and Subregion	Country	Developed country men	Developing country men	Total men	Developed country women	Developing country women	Total women	Total men+ women
ASIA								
East Asia	China (PRC)		1	1			0	1
	Korea (South)		1	1			0	1
South Asia	India		9	9		1	1	10
	Nepal		1	1			0	1
	Sri Lanka		1	1			0	1
South East Asia	Philippines		2	2		2	2	4
EUROPE								
Eastern & Southeastern Europe	Slovak Republic	1		1			0	1
Western Europe	Austria	1		1			0	1
	Belgium	2		2			0	2
	Finland	1		1			0	1
	France	1		1	1		1	2
	Germany	5		5			0	5
	Ireland	3		3			0	3
	Italy	1		1			0	1
	Netherlands	4		4	1		1	5
	Switzerland	4		4	2		2	6
	United Kingdom	16		16	1		1	17
LATIN AMERICA								
Caribbean	British Virgin Islands	1		1			0	1
Central America	Mexico		1	1			0	1
South America	Peru		3	3		1	1	4

Region and Subregion	Country	Developed country men	Developing country men	Total men	Developed country women	Developing country women	Total women	Total men+ women
MIDDLE EAST & NORTH AFRICA								
Middle East	Iraq		1	1			0	1
	Jordan		1	1			0	1
	Lebanon		1	1			0	1
	Syria		1	1			0	1
North Africa	Egypt		2	2			0	2
	Morocco		1	1			0	1
	Tunisia		1	1		1	1	2
NORTH AMERICA								
Canada	Canada	5		5	2		2	7
United States	United States of America	18		18	7		7	25
OCEANIA								
Australia & New Zealand	Australia	11		11	2		2	13
SUB-SAHARAN AFRICA								
Central Africa	Congo		1	1			0	1
	Congo, Dem. Rep. of		1	1			0	1
East Africa	Ethiopia		1	1		1	1	2
	Kenya		2	2			0	2
	Malawi		1	1			0	1
South Africa	South Africa		1	1			0	1
	Zambia		1	1			0	1
	Zimbabwe		2	2			0	2
West Africa	Ghana		4	4			0	4
	Mali Republic		1	1			0	1

APPENDIX 6

Scientist staff group: nationalities

Region	Subregion	Country	Number of Scientists
Asia	Central & West Asia	Afghanistan	2
		Kazakhstan	1
		Uzbekistan	7
	East Asia	China (PRC)	27
		Japan	22
		Korea (North)	1
		Korea (South)	7
		Mongolia	1
	South Asia	Bangladesh	9
		India	116
		Nepal	10
		Pakistan	7
		Sri Lanka	14
	Southeast Asia	Indonesia	18
		Laos	1
		Malaysia	3
		Myanmar	1
		Philippines	112
		Thailand	2
		Vietnam	3
Europe	Eastern & Southeastern Europe	Czech Republic	2
		Russia	2
		Turkey	1
	Western Europe	Austria	2
		Belgium	28
		Denmark	2
		Finland	5
		France	31
		Germany	51
		Ireland	3
		Italy	9
		Netherlands	26
		Norway	2
		Portugal	3
		Spain	4
		Sweden	4
		Switzerland	6
		United Kingdom	48

Region	Sub-Region	Country	Number of Scientists
Latin America	Caribbean	Barbados	1
		British Virgin Islands	4
		Netherlands Antilles	1
	Central America	Costa Rica	1
		Honduras	3
		Mexico	5
		Nicaragua	1
		Panama	1
	South America	Argentina	2
		Bolivia	3
		Brazil	3
		Chile	1
		Colombia	9
		Ecuador	1
		Peru	13
		Uruguay	5
		Venezuela	3
Middle East & North Africa	Middle East	Iran	3
		Israel	1
		Lebanon	1
		Syria	6
	North Africa	Algeria	1
		Egypt	3
		Morocco	4
		Sudan	3
		Tunisia	1
North America	Canada	Canada	17
	United States	United States of America	76
Oceania	Australia & New Zealand	Australia	23
		New Zealand	2
Sub-Saharan Africa	Central Africa	Cameroon	10
		Chad	1
		Congo	2
		Congo, Dem. Rep. of	3
	East Africa	Burundi	1
		Eritrea	1
		Ethiopia	29
		Kenya	44
		Malawi	3
		Mozambique	2
		Rwanda	2
		Somalia	1
		Tanzania	16
		Uganda	13

Region	Sub-Region	Country	Number of Scientists
Sub-Saharan Africa (cont.)	Indian Ocean	Madagascar	1
		Mauritius	1
	South Africa	Botswana	1
		South Africa	5
		Swaziland	1
		Zambia	3
		Zimbabwe	15
	West Africa	Benin	5
		Burkina Faso	8
		Cape Verde Islands	1
		Gambia	1
		Ghana	7
		Guinea (PRP)	1
		Guinea-Bissau	1
		Ivory Coast (Côte d'Ivoire)	3
		Mali Republic	3
		Niger	1
		Nigeria	26
		Senegal	8
		Sierra Leone	7
		Togo	4
Total			1026

APPENDIX 7

Scientist staff group: grade, gender, diversity and employment conditions

Grade	Gender	Developed/ developing country national	Employment Conditions			Total
			IRS	RRS	NRS	
Principal Scientist	Men	Developed	53			53
		Developing	61	13		74
	Women	Developed	11	1		12
		Developing	4			4
	Total		129	14		143
Senior Scientist	Men	Developed	90			90
		Developing	95	5	5	105
	Women	Developed	21		1	22
		Developing	20	4		24
	Total		226	9	6	241
Scientist	Men	Developed	83	1	1	85
		Developing	102	44	40	186
	Women	Developed	29	2	2	33
		Developing	18	21	29	68
	Total		232	68	72	372
Associate Scientist	Men	Developed	16			16
		Developing	22	4	41	67
	Women	Developed	18	1		19
		Developing	12	1	34	47
	Total		68	6	75	149
Post-doctoral Fellow	Men	Developed	25			25
		Developing	45	6	3	54
	Women	Developed	17		1	18
		Developing	23	1		24
	Total		110	7	4	121

APPENDIX 8

Science Support Professionals: locations, 2008

Region of duty station	Subregion of duty station	Country	Number of staff
Asia	Central & West Asia	Afghanistan	1
		Kazakhstan	1
		Uzbekistan	19
	East Asia	China (PRC)	2
	South Asia	Bangladesh	12
		India	97
		Nepal	1
		Pakistan	7
		Sri Lanka	19
	Southeast Asia	Cambodia	3
		Indonesia	53
		Laos	1
		Malaysia	13
		Philippines	66
		Thailand	3
		Vietnam	7
Europe	Eastern & Southeastern Europe	Turkey	2
	Western Europe	France	3
		Italy	8
		Sweden	1
Latin America	Central America	Honduras	1
		Mexico	65
		Nicaragua	3
	South America	Brazil	4
		Colombia	131
		Ecuador	6
		Peru	89
Middle East & North Africa	Middle East	Syria	13
		United Arab Emirates	1
	North Africa	Egypt	1
North America	United States	United States of America	35
Oceania	Pacific Islands	New Caledonia	2
		Solomon Islands	2

Region of duty station	Subregion of duty station	Country	Number of staff
Sub-Saharan Africa	Central Africa	Cameroon	18
		Congo, Dem. Rep. of	6
	East Africa	Ethiopia	33
		Kenya	83
		Malawi	32
		Mozambique	6
		Rwanda	1
		Tanzania	6
		Uganda	33
	South Africa	Zambia	1
		Zimbabwe	29
	West Africa	Benin	39
		Ghana	11
		Ivory Coast (Côte d'Ivoire)	1
		Liberia	1
		Mali Republic	19
		Niger	9
		Nigeria	62
		Senegal	4

APPENDIX 9

Nationalities of Board members

As at 30 April 2008, there were 169 positions on CGIAR Center Boards. These positions were filled by 156 individuals, 11 of whom served on two Boards and one who served on three Boards. These individuals were drawn from a total of 50[10] countries: 14 developed countries and 36 developing countries. The number of positions filled by nationals of each country is shown below.

Developed Country Nationals

Region	Subregion	Country	Number
Asia	East Asia	Japan	10
Europe	Western Europe	Belgium	3
		Denmark	4
		France	4
		Germany	3
		Italy	1
		Netherlands	2
		Norway	6
		Switzerland	3
		United Kingdom	13
North America	Canada	Canada	10
	United States	United States	16
Oceania	Australia & New Zealand	Australia	7
		New Zealand	1
Total positions filled by developed country nationals			**83**

10 There was no record of the nationality of one Board member.

Developing country nationals

Region	Sub-Region	Country	Number
Asia	Central & West Asia	Kazakhstan	1
	East Asia	China	4
		South Korea	1
	South Asia	Bangladesh	1
		India	14
		Sri Lanka	1
	Southeast Asia	Indonesia	2
		Malaysia	2
		Philippines	5
		Thailand	2
Europe	Eastern & South-Eastern Europe	Russia	1
		Turkey	1
Latin America	Central America	Costa Rica	1
		Mexico	4
	South America	Brazil	1
		Chile	1
		Colombia	7
		Peru	3
Middle East & North Africa	Middle East	Lebanon	2
		Syria	2
	North Africa	Egypt	2
		Libya	1
		Morocco	1
		Tunisia	1
Sub-Saharan Africa	Central Africa	Republic of the Congo	1
	East Africa	Ethiopia	1
		Kenya	4
		Tanzania	1
	South Africa	Lesotho	1
		South Africa	5
		Zambia	1
	West Africa	Burkina Faso	2
		Ghana	1
		Ivory Coast	1
		Mali	3
		Nigeria	3
Total positions filled by developing country nationals			**85**
Nationality records unavailable			**1**

About the authors

BOB MOORE is a management consultant specializing in practices for managing and developing people in science organizations. He holds a Bachelor of Engineering degree from the University of Sydney, and a Graduate Diploma in Administration from the University of Canberra. Bob has more than 30 years experience working with the HR groups and senior management of a range of science organizations, both national and international. His activities focus on the strategic aspects of managing people in science organizations: competency-based staff classification systems, workforce planning and recruitment, performance management, remuneration and rewards, and staff development. Bob has worked with seven CGIAR Centers in Kenya, Sri Lanka, Syria, Malaysia, Indonesia and Italy. He has also undertaken projects for both the Gender & Diversity Program and the Committee of Board Chairs.

GAYATHREE JAYASINGHE is a biometrician specializing in statistics and data management support to research projects through involvement in proposal development, research design, project implementation, analysis and reporting. She holds a MSc in Biometry from the University of Reading. Gayathree has 17 years experience in supporting multi-disciplinary research teams in national and international organizations in the areas of epidemiology and medical statistics, soil science and land evaluation, biodiversity and modeling species abundance, market research and socioeconomic surveys. Between 1997 and 2009, she has supported IWMI's research teams globally with a focus on Irrigation and Human Health and has served as a G&D focal point. She is currently based in Sri Lanka involved in developing conservation action plans for an endemic and threatened species of primate and its habitat.

CGIAR

The Consultative Group on International Agricultural Research (CGIAR) supports 15 international agricultural research Centers located around the globe in their efforts to mobilize agricultural science to reduce poverty, foster human well-being, promote agricultural growth and protect the environment. The CGIAR is a strategic alliance of countries, international and regional organizations, and private foundations working with national agricultural research systems, civil society organizations and the private sector to build the scientific foundations of equitable and sustainable development. The results of the work generated by the CGIAR are global public goods and freely available to all. Contributions to the CGIAR totaled approximately US$531 million in 2008, the single-largest public goods investment in mobilizing science for the benefit of poor farming communities worldwide. For more information about the CGIAR, see: www.cgiar.org

GENDER & DIVERSITY PROGRAM

Working with diversity is more than a social skill in the CGIAR – it is an organizational imperative. With scientists and professionals coming from more than 100 countries, the Gender & Diversity Program (G&D) works to leverage that staff diversity for global impact. The G&D Program always keeps its focus on the overriding mission of the CGIAR – fighting hunger and poverty through scientific advancements in agriculture, forestry, fisheries, policy and environment. Quite simply, the CGIAR cannot succeed in its mission without leveraging the richness that staff diversity brings in terms of new ideas, new ways of doing things and new abilities to find solutions. People join the CGIAR to make a difference and G&D is there to support them.

G&D's strategy affirms diversity as a critical performance factor. It is premised on three key objectives that guide G&D's work.

- Strengthen the ability of CGIAR Centers to attract, develop and retain world class staff from diverse backgrounds and regions, with particular emphasis on women in management and science.
- Consolidate and institutionalize policies and practices to incorporate fully the values of inclusion, dignity, wellbeing and opportunity into the management systems of the CGIAR Centers.
- Integrate gender and diversity practices into the core work of the CGIAR through closer collaboration with research teams and management as well as the CGIAR's System Office and other global initiatives.

G&D is the CGIAR's system wide program tasked with delivering gender and diversity results within the 15 Centers. Just as the CGIAR shares its scientific results freely, G&D makes its products and services widely available to all via its Web site. By putting focus on performance and accountability, G&D ensures that gender and diversity issues receive more than lip service and are, indeed, fully integrated into activities, policies and programs and produce tangible results. G&D's services include diversity-positive recruitment, international teamwork, cross-cultural communications and advancement for women. G&D helps position the CGIAR Centers as employers of first choice.

G&D maintains continuous consultation and communication with all key bodies of the CGIAR. It is hosted by the World Agroforestry Center (ICRAF) in Nairobi, Kenya. G&D's Program Director is Vicki Wilde (v.wilde@cgiar.org) whose office is based in Rome, Italy.

CGIAR CENTERS

Africa Rice Center (AfricaRice), Benin
Bioversity International, Italy
Center for International Forestry Research (CIFOR), Indonesia
Centro Internacional de Agricultura Tropical (CIAT), Colombia
Centro Internacional de Mejoramiento de Maíz y Trigo (CIMMYT), México
Centro Internacional de la Papa (CIP), Peru
International Center for Agricultural Research in the Dry Areas (ICARDA), Syria
International Crops Research Institute for the Semi-Arid Tropics (ICRISAT), India
International Food Policy Research Institute (IFPRI), USA
International Institute of Tropical Agriculture (IITA), Nigeria
International Livestock Research Institute (ILRI), Kenya
International Rice Research Institute (IRRI), Philippines
International Water Management Institute (IWMI), Sri Lanka
The WorldFish Center (WorldFish), Malaysia
World Agroforestry Centre (ICRAF), Kenya

We cannot achieve on the outside what we do not practice on the inside.